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ROUTE TO:

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RETURN TO:

STATE EMPLOYEES' COMBINED CAMPAIGN

EMPLOYEES CONTRIBUTE 110 PERCENT OF 1991 GOAL

Governor Stephens noted with pride that "state employees once again demonstrated their commitment to their communities and Montana through their generous contributions to many of our state's charitable organizations. We're proud of their efforts; they truly are neighbors and friends."

Bob Pancich, chairperson of the SECC Employee Steering Committee, said "the campaign theme, 'State Employees Helping . . . Neighbors, Hometowns, Communities and Friends,' was prophetic in that we easily surpassed our goal of $115,000 and collected 21 percent more than in 1990."

Montana's state employees contributed more than $126,000 to 13 federations of charitable organizations in Montana. Federations benefitting from this effort include National United Service Agencies, Montana Community Shares, Combined Health Appeal of Montana, and United Way of ten different counties. The contributions break down as follows:

$ 3,857	National United Service Agencies
11,210	Montana Community Shares
22,335	Combined Health Appeal of Montana
62,706	United Way of Lewis and Clark Co.
6,173	United Way of Yellowstone County
5,294	United Way of Cascade County
627	United Way of Silver Bow County
5,494	United Way of Missoula County
572	United Way of Deer Lodge County
5,759	United Way of Flathead County
1,769	United Way of Gallatin County
140	United Way of Hill County
164	United Way of Park County

One of the goals in 1991 was to increase the level of participation, recognizing that even a small amount of money can help make a difference in our communities. Over 50 percent of all state agencies increased their percentage of employees participating. The Department of Administration had the highest participation rate of the larger agencies with 52 percent of its employees participating. The Secretary of State's Office, one of the smaller agencies, had 91 percent of its employees participate.

Other agencies which significantly increased their participation in the campaign are the Department of Commerce which more than doubled the number of employees participating and contributions raised. The Department of Health and Environmental Sciences also almost doubled the amount raised compared to 1990.

Several agencies should be complimented for the total contributions raised by their employees. Of particular note was the Department of Labor and Industry which raised more than $14,000. This was almost $3,000 over the previous high mark. Both the Department of Administration and Department of Transportation went over $10,000. Of the smaller state agencies, the Governor's Office raised over $4,000.

This third year of the SECC proved to be a tremendous success, and each employee who either assisted with the campaign or contributed to it deserves a special thank you. Agency coordinators deserve recognition for their responsibility for the success of their agency's participation. Several employees from a variety of agencies should also be thanked for coordinating the campaign in their communities.

One group in particular deserves special acknowledgment for the many hours that they have put into this year's campaign. The employee steering committee has been involved in planning and running this campaign for several months. This committee includes:

Bob Pancich, Chair
Department of Commerce
Randy Mosley
Department of State Lands
Marty Beatty
Department of Transportation
Dale Graff
Department of Fish, Wildlife and Parks
Yoli Fitzsimmons
Department of Health and Environmental Sciences
Madalyn Quinlan
Office of Public Instruction
Cathy Helland
Department of Labor and Industry
Jane Hamman
Office of Budget and Program Planning
Governor's Office
Jan Bouchee
Department of Corrections and Human Services
Dianna Wenger
Department of Revenue
Clayton Schenck
Office of Legislative Fiscal Analyst
John Sanders
Department of Natural Resources and Conservation
Joe Mathews
Department of Social and Rehabilitation Services
Madeline Cottrill
Public Service Commission
Randy Koutnick
Department of Family Services
Dee Strizich
Department of Administration

The 1991 campaign received special help for specific projects. Don Howard, from the Department of Natural Resources and Conservation, was responsible for the graphics and layout of the campaign brochure. Tom Warren, from the Department of Fish, Wildlife and Parks, was responsible for the production of the campaign video.

A new Employee Steering Committee will soon be organized and will meet throughout the year to plan and manage the next SECC. If you are interested in participating on this committee, assisting with the 1992 SECC, or would like additional information about the SECC, call Jim Edgcomb, State Personnel Division, 444-3886.

RIF GUIDE UPDATED

The Reduction in Work Force Guide for the Montana Operations Manual, Volume III, has been updated by the State Personnel Division.

The guide was revised to incorporate new information, such as applying veteran's preference in retention during reduction in force, Wrongful Discharge Act considerations during a RIF and a description of the Reduction in Force Registry. In addition, all the forms in the guide have been revised to reflect the change in pay terminology from "step" to "hourly rate." The RIF Registry form is now included in the guide.

Copies of the guide have been distributed through agency personnel offices to all holders of the Montana Operations Manual, Volume III.

If you have questions about the guide, please call your agency personnel officer or the Employee Relations Bureau, 444-3871.

FIRST AID FOR . . . HYPOTHERMIA

When a person gets so chilled that his or her body cannot warm up, it's called hypothermia. It's most common in cold temperatures, but some people (such as infants and the elderly) can suffer hypothermia when it's as warm as 70°F. Hypothermia can be fatal. But its risks can be avoided and its effects can be less serious if you take care and use first aid quickly.

Causes of Hypothermia

People who are not prepared for a change in weather may not dress properly. They can be at risk in even relatively mild temperatures. In both winter and summer, hikers, iceskaters, swimmers, boaters, hunters, and others, are at risk for hypothermia. Water cools your body temperature 25-30 times faster than air, so falling into a 40°F lake can result in death within minutes. Even in the home, turning the heat down too low and not wearing enough clothing can be dangerous.

Symptoms and Stages

The body's temperature is usually about 98.6°F. As body temperature drops, symptoms change. In the first stage of hypothermia, people may have a hard time doing things like lighting a match, tying a knot, or buttoning clothing. Next, speech becomes slurred. Victims may stumble, seem confused, or deny that they are cold or need medical attention. They may seem weak or tired. At this point shivering may stop. Breathing may be shallow, pulse hard to find. As the body gets colder, muscles become stiff and the heart-beat becomes uneven. Unconsciousness sets in. Death can result if breathing or the heart stops.

Symptoms in the Elderly

The elderly may have additional symptoms such as difficulty walking. One side of the body may tremble, or movements may be stiff. Skin may look bloated, pale, or blotchy and pink.

First Aid Fast

Even if you only suspect hypothermia, call an ambulance or doctor right away. Then use first aid, which can save the victim's life.

Bring the person into a warm place. If that's impossible, shelter from any wind, rain, or snow and keep the head covered. Remove all wet clothing and bundle with dry blankets or dress in dry clothing. Don't rub or massage the victim or place the victim in hot water. Give warm beverages (but no alcohol or caffeine) if the person is conscious. If the person is unconscious, use artificial respiration or CPR if you are trained in this life-saving technique.

Prevention is Protection

Whenever you go outdoors, especially in cold weather, think about how to prevent exposure to the cold. Dress warmly, stay dry, and bring along extra dry clothes. Always have a buddy with you or let someone know where you'll be and when you expect to be back. Carry blankets, matches, first aid kit, and flashlight.

If you are boating, wear a flotation device and layers of clothing. If you fall into cold water, huddle with others, or if you're alone, curl into a ball. People living alone should make an effort to speak to other people every day, eat hot meals, wear enough clothing indoors, and keep their homes warm enough. State and local agencies can help weatherize homes for low income people.

TEN THINGS *NOT* TO DO WHEN YOU'RE SICK.

1. Diet. To recover, your body needs the energy it gets from food.
2. Exercise. You will experience fatigue if you continue to work out while you are ill. Take your illness seriously and rest.
3. Smoke or consume alcohol.
4. Wait for the symptoms to disappear.
5. Drive or operate machinery while taking certain drugs.
6. Use an injured body part. Broken bones and pulled muscles need time to heal.
7. Take someone else's medication.
8. Stop taking prescribed medication as soon as you feel better. Complete your prescribed dosage; failure to do so increases the risk of relapse.

9. Visit an elderly person or a new baby. These individuals are vulnerable to infection because of weak or immature immune systems.

10. Make major decisions about lifestyle changes. The physical effects of illness and medication can impair your judgment.

MEASUREMENT OF SUPERVISION EXERCISED

(Note: This is the fifth article in a series about the Benchmark Factoring Method (BFM) used in classifying state positions.)

Management and Supervision of Others (MSO) is a job classification factor that attempts to measure the nature and degree of responsibility a position has for managing and supervising other employees. The supervisory role is divided into two separate and independent elements: 1) supervisory complexity, consisting of **staff complexity** and **supervisory level**; and 2) size of organizational unit. These two elements and their sub-elements are evaluated separately.

To determine the supervisory complexity of a position, the job analyst must first determine the staff complexity and supervisory level of a position. Staff complexity as described by a number is multiplied by supervisory level, also according to an assigned number and the result equals supervisory complexity.

Staff complexity is defined by the weighted average of the nature of work complexity levels for directly subordinate positions. Complexity levels of subordinate positions are considered an indicator of the complexity of the work supervised. The following is an example of the mathematical determination of staff complexity for 9.5 directly subordinate FTE:

A. 3.5 FTEs have a complexity level of 4
B. 1.0 FTE has a complexity level of 6
C. 5.0 FTEs have a complexity level of 5

A. 4 * 3.5 = 14
B. 6 * 1.0 = 6 45/9.5 = 4.74
C. 5 * 5.0 = 25
9.5 45

The result of the mathematical computation, 4.74, is placed in the supervisory complexity formula, and the analyst proceeds to determine the supervisory level element of staff complexity.

There are seven levels of supervision ranging from no regular supervisory responsibility to levels 3 - 7, describing executive and managerial supervision.

The result of the staff complexity computation (in this case 4.74), is multiplied by the appropriate supervisory level (assuming level 2, line supervision) to equal supervisory complexity (9.48). The result is then converted to points by multiplying it by 3.5 for a total of 33.18 points. The 3.5 is a weighted factor established by research.

The final element in determining MSO is **staff size.** This element counts the number of Full-Time-Equivalent organizationally subordinate employees. This element allocates credit for **all** organizationally subordinate positions, including those indirectly supervised; as opposed to the staff complexity element, which allocates credit based only on **directly** subordinate positions.

In the hypothetical situation the staff size of the position is 12. Based upon a chart provided in the BFM manual, 11 - 25 subordinates translates to level three which equates to 63 points. Therefore, the total points earned for MSO is 96.18.

For more information about components of BFM or job classification, call the Classification Bureau at 444-3871.

CLASS REVIEW UPDATE!

[NOTE: This is the second in a series of articles that will provide information about scheduled class reviews as part of the implementation of the benchmark factoring method.]

Due in part to the implementation of the Benchmark Factoring Method of job classification, class reviews scheduled for February are being postponed. Several reviews have been completed, several are in progress and some are near completion.

Reviews completed and implemented are:

1. Wildland Fire Investigator
2. Reclamation Specialists and Supervisors
3. Water Resource Regional Manager

Reviews currently in process and near completion are:

1. Accounting
2. Eligibility Examiners
3. Eligibility Assistants
4. Occupational Injury and Disease Examiners
5. Unemployment Insurance Claims Examiners
6. Disability Claims Examiners
7. Public Health Nurses
8. Photographers
9. Media Programmers
10. Senior Portfolio Managers
11. Maintenance Workers

Major reviews that will be in progress include:

1. Engineering
2. Environmental Specialist
3. Program Assistants, Specialists and Officers
4. Personnel
5. Resource Program Specialists and Supervisors

(There may be several minor reviews in progress that are not listed. Minor reviews are usually reviews where there are fewer than 10 positions in the class.)

To determine how classes are chosen for review during this initial phase, they must typically fit one of several criteria;

a. the class is representative of a skill level,
b. the class is representative of an occupation in state government that employees a large number of individuals,
c. the class represents a primary or critical function performed by state government,
d. the class has been identified by an agency or the Personnel Division as needing review,
e. the class is affected by rapidly developing technology which has rendered the current class specifications useless.

If you have questions or would like further information, call Jim Stiffler at 444-3854.

STATE EMPLOYEE GROUP BENEFITS ADVISORY COUNCIL MEETING HIGHLIGHTS

Claims for the 1991 benefit year were close to projections, and current projections of a break-even 1992 year are on track, consultant Dan Imming of Martin Segal, told the State Employee Group Benefits Advisory Council at its November meeting.

In other business, a plan member asked the council to consider an exception to the $1,500 limit on certain dental procedures which went into place September 1. The council explained that funding needs and premiums are set by the actuary each year based on established benefits and limitations. Consequently, mid-year changes cannot be made.

The council's full schedule also included reviewing plans for the employee benefits survey, hearing a progress report on development of an on-line insurance monitoring system (to reduce staff time required to certify employees and dependents who are eligible for claims payments each month), and commenting on a draft Request for Proposal (RFP) for managed care services.

The Request for Proposals includes case management services, currently provided by Managed Care of Montana, a Blue Cross and Blue Shield company now under contract to provide this service. That contract expires this year. Possible additional services for which proposals were requested include pre-certification of hospital admissions and management of inpatient psychiatric care. Plans were made to examine the possibility of adding Flexible Spending Accounts and mail order prescription drugs for the upcoming plan year.

The council will meet January 28 with an all-day agenda which includes: interviews with finalists who submitted managed care proposals; preliminary survey results review, and the planning for plan year 1993.

Anyone interested in receiving regular meeting notices and agendas of council meetings should call Melissa Pankratz, 444-3809.

For additional information on the November or upcoming January meeting, call Joyce Brown at 444-3871.

BENEFITS SURVEY UPDATE

Responses to the Benefits Survey which was distributed to all State employees and retirees during the first half of December are currently being tabulated. Approximately, 4,500 of the 12,000 individuals who received the survey responded. This is a response rate of 37 percent which is excellent for the length and complexity of the survey.

Most respondents took the opportunity to provide additional comments and suggestions. Also hundreds of employees and retirees used the survey hot line to obtain more information. Now that the results are in, the hotline is no longer in use.

The survey is being conducted by the State Employee Group Benefits Advisory Council (Council) and Department of Administration in cooperation with the Interdepartmental Coordinating Committee for Women (ICCW) and the Montana Public Employees Association (MPEA) to determine members' preference for plan changes to manage medical cost inflation. Survey results will be used to keep employee health benefits as responsive to employees needs as possible during the continued nation-wide crises in health care costs.

While no numerical results are yet available, written comments suggest the attitudes of state health plan members mirror those of the general population toward health care -- costs are too high, and something needs to be done to keep quality health care available and affordable. There is much

less agreement about what should be done as indicated by the following survey response quotes:

- "I do not feel I should shoulder the costs for other employees who choose to have large families or who are hypochondriacs."
- "Individuals should not be subsidizing families."
- "Use all the money allocated by the Legislature for medical plan including all for single employees. So what if single employees support the families with higher costs -- social security has done that for years."
- Certainly preventive medicine is best, however, genetics and heredity play a big part. Give all of us 100 percent care and coverage -- all Americans deserve it. Socialized medicine is the answer.
- I am not going to pay more for less. Rebates (33 percent of premiums per year) should go to the healthy!!!
- Most career employees are going to go through a "life cycle" -- sometimes being subsidized, sometimes subsidizing others. The plan should be designed for career employees and not get hung up on a fancy plan that eats up $'s in administration costs.
- As a single, non smoking, very health conscious person I get frustrated with my low medical costs but high premiums to pay for others who choose health damaging habits.
- Retirees should have a less expensive plan because they are on a fixed income.
- I think the problem is not with the health plan but with the health care industry. Medical services are becoming unaffordable. We should decrease costs through PPOs and insurance should not cover ordinary day to day expenses.
- State should pay the entire cost of the plan with no deductible.
- I would rather see a higher deductible, less or no coverage of routine things ie shots, a number of office visits etc. to lessen bookkeeping expenses and lower premiums. Very expensive coverage like organ transplant or maternity should be extra.
- Deductibles are too high; office visits should be covered at 100 percent.
- My personal belief is that people do not grasp that medical insurance should not be a convenience (ie band-aid purchase plan) but a necessity (ie catastrophic illness or injury coverage). If we expect it to pay for band-aids we won't be able to afford catastrophic coverage.
- Spend more on prevention/immunization and eliminate chiropractic benefits. Chiropractic health philosophy does not include immunization.
- There are many other ways to obtain money instead of putting us people (retirees) in the poor house. Our cost of living increase is too low for this. Coal taxes should be used.
- Give us a choice of plans and options. I have preached this for years. I have indicated elimination of 9 benefits from my plan!!!
- The state plan was flawed from the beginning by covering too much, such as office calls, life insurance etc. The main concern should be major medical and less spent on drippy noses and piddly office calls.
- Deductibles and Co-pay are too high. Eliminate all organ transplant, psychiatric, chemical dependency, chiropractic and rehabilitation benefits to get to a lean affordable plan. State employees who need inpatient psychiatric services should use Warm Springs.
- I am sure each person will answer in the way that person will be most affected rather than using a broad approach affecting all segments and an overall affordable plan.
- I am concerned that decisions for all of us not be made based on attitudes and comments from persons who are healthy now and for whatever reason don't understand that they are extremely fortunate, but that fortune will sooner or later to varying degrees change.
- In one instance I was sent to St. Peters Emergency room and was charged for a level of service which I did not receive. I filed formal complaints with the hospital, Blue Cross and Blue Shield, and State agencies to no avail. I recommend a formal complaint committee and disciplinary action against providers who overcharge.
- I had cataract surgery a few years ago & was billed $800 by an anesthesiologist. I had no anesthesia and never even saw him which I informed Blue Cross and Blue Shield. He was paid $500 for being on call. I think this is fraudulent.
- Physicians and hospitals don't need to become millionaires at the expense of patients.

- This survey incorrectly assumes that it is the sole responsibility of the employee to reduce health care costs. If insurance companies were willing to reduce their profits by a small percentage we wouldn't be in this mess. (Member who refused to respond.)

- If our health plan is in trouble and needs to increase rates and lower services maybe we need to look at open bids by other insurance companies.

EDITOR'S NOTE TO ADDRESS SOME MISCONCEPTIONS HELD BY EMPLOYEES

The State Plan is a self insured plan, meaning that we fund our own claims payment. Blue Cross and Blue Shield were the successful bidder to the RFP (Request for Proposal) process for claims administration and case management. They receive a payment of 2% of state plan expenditures for claims administration and .5% of state plan expenditures for case management. Another 1% of the state plan expenditures help to cover the Employee Benefits Bureau of the Department of Administrations expenses.

A total of 3.5% is spent administering our plan. The other 96.5% goes directly to claims payment. This is amazingly low by contrast to a recent report by Citizens Actual (a national group favoring a national health care system) which reported that 30% of the money spent by fully insured plans in Montana go to administration with only 70% going to actual claims payments.

These comments reflect differing attitudes found in the general population about who or what is increasing health care costs, who should pay for those costs, whether lifestyle choices and family size should be a factor, whether medical costs incurred by individuals should be a factor, whether ability to pay should be factor, and fundamental differences in the concept of "health insurance" (low-cost protection against unexpected catastrophic medical expenses versus group payment of all medical expenses or at least all preventive expenses).

Hopefully the numerical responses will reveal more consensus than the written comments on the direction the plan should take. There may be support for the option of more than one plan to meet differing needs. Summary results are expected to be distributed in February or March.

The Information Systems Division, Department of Administration, developed the computer program to track all the survey responses. ICCW members helped with the massive job of keying the survey results.

For more information about the survey, call Linda Kaiser or Joyce Brown at 444-3871.

GOVERNOR URGES AGENCIES TO PLAN AHEAD FOR ERD

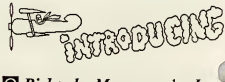
Employee Recognition Day (ERD) for state employees is tentatively scheduled in May, 1992. A date will be announced in the near future.

In November, Governor Stan Stephens urged all departments to place a priority on their own employee recognition programs as well as plan ahead for ERD next spring. For the past two years, Governor Stephens has designated Employee Recognition Day to honor state employees for outstanding performance. Agencies select one or two employees based on the size of the department to receive the Governor's Award for Excellence in Performance. The award is presented by the governor at a ceremony on Employee Recognition Day.

Most agencies combine Employee Recognition Day activities with their own award programs for employees. While agencies have various methods of recognizing employees for special contributions throughout the year, Employee Recognition Day provides an opportunity to participate in a statewide effort to publicly thank all Montana state employees for a "job well done."

Agencies are urged to develop their own criteria for selecting recipients of the Governor's Award, keeping in mind that it is an award exemplifying outstanding job performance or contribution to state government.

Additional information about Employee Recognition Day and the Governor's Award for Excellence in Performance will be provided in the near future. If you would like to review examples of agency award programs and selection criteria or if you would like assistance developing an agency employee recognition program, call Liz Hayden at 444-3789, mornings.



Richard Moser and ***Joyce Walborn*** have joined the Classification Bureau staff as personnel specialists. Mr. Moser was an

Employment Specialist with the Helena Job Service. His telephone number is 444-3805. Ms. Walborn was employed by the Department of Revenue. Her telephone number is 444-3808. They replace ***Mary Walsh*** and ***Scott Jourdonnais***.

Other recent departures from the State Personnel Division are ***Cathy Mason*** and ***Jerry Klein***.

AMENDMENTS PROPOSED TO RECORD KEEPING POLICY

The State Personnel Division has requested comments on proposed amendments and adoption of new rules relating to employee record keeping. Written comments concerning the proposed amendments and new rules must be submitted by January 29, 1992, to **Laurie Ekanger, Administrator, State Personnel Division, Department of Administration, Room 130, Mitchell Building, Helena, Montana 59620.**

A public hearing was held to consider the proposed rules and revisions on Wednesday, January 22, 1992.

The proposed rules would require each department or agency to establish a policy delineating its record keeping practices. It does not require any department or agency to adopt a new record keeping system. Instead, the proposed rules establish the principles the state will follow in the collection and maintenance of employee personnel records and designate who may have access to those records.

Proposed revisions also have been made to the records retention schedule for personnel and payroll documents in Chapter 800, Montana Operations Manual, Volume I. The revised schedules were mailed to Personnel Network members with the record keeping amendments. Comments are due by January 29 to Laurie Ekanger.

All comments relating to record keeping will be considered in the final rule notice due in the next six months.

If you have questions about the proposed revisions to the record keeping rules or the records retention schedule, call Liz Hayden at 444-3789, mornings.

1991 EMPLOYEE HANDBOOKS ARE AVAILABLE

The 1991 Montana State Employee Handbooks are available for purchase from Central Stores. The revised edition includes updated information about agency functions and state personnel policies.

Agencies may order handbooks from Central Stores, Property and Supply Bureau, Department of Administration. The stock number is 9000-0870. Copies of the handbook cost $.68 each.

If you need additional information to place an order, call Brent Farrell at 444-4514.

PROPOSED PARENTAL LEAVE RULES ARE CIRCULATED

The State Personnel Division is considering the comments that it received regarding an initial draft of proposed parental leave rules. Parental leave for state employees became effective October 1 as established in 2-18-606, MCA.

House Bill 758 requires an agency to approve a leave of absence of up to 15 working days immediately following the birth or placement of a child, if the employee is adopting a child, or the employee is the birth father. An employee may request to use sick leave, annual leave, comp time or leave without pay.

A public hearing will be scheduled in early spring to consider the adoption of parental leave rules.

For information about parental leave, call the Personnel Services staff at 444-3871.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives*:

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Sheri Parsons
Bev Pickett
Anita Quenemoen
Kitty Ryan
Jim Stiffler
Paula Stoll

If you have comments or would like additional information about *Personnel Perspectives*, call Kitty Ryan at 444-3871.

HOLIDAYS!

Martin Luther King Day
Monday, January 20

President's Day
(Lincoln's &
Washington's
Birthdays)
Monday, February 17

DISCIPLINE HANDLING GUIDE REVISED

The Discipline Handling Guide, published by the State Personnel Division, Department of Administration, has been revised. Originally published in 1986, the updates include a section on the Wrongful Discharge from Employment Act. This guide was developed for use by line supervisors and managers who are faced with taking disciplinary action.

The guide is available through the Professional Development Center at a cost of $6 per copy. To order, call Marilyn Benjamin, 444-3985.

UNION CONTRACT UPDATE

The Labor Relations Bureau has entered into 1992 with new agreements for all 77 of its bargaining units. Weeks of hard work culminated when teachers at both Mountain View School and the School for the Deaf & Blind ratified agreements after mediation.

Tentative agreements were also reached by Central Mail and Driver Examination Clerks (the two newest units) as the 1991 year closed.

For further information or questions, call the Labor Relations Bureau at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

FEBRUARY AND MARCH CLASSES

MEDIA RELATIONS

This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview. It will be presented in the Lee Metcalf Building, **Helena, February 4**, from 8:30 a.m. to 4:30 p.m. Cost is $65. John Camper is the instructor.

PERFORMANCE STANDARDS AND APPRAISAL

This day-long seminar is aimed at helping supervisors develop performance standards to more effectively evaluate employees, and learn the tried and tested methods for conducting performance appraisals. It will be presented from 8:30 a.m. to 4:30 p.m., **February 4**, in the Lee Metcalf Building, **Helena**. Cost is $60.

WRITING POSITION DESCRIPTIONS

This seminar will be presented by the Classification Bureau, Montana State Personnel Division. Writing position descriptions is one of the most important jobs a manager can perform. There are certain principles that must be followed. This seminar will address those principles. It will be conducted in the Lee Metcalf Building, **Helena, February 6**, from 8:30 a.m. to noon. Cost is $45.

TEAM BUILDING

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain management skills. This one-day seminar on Team Building will include communication skills, developing team commitment, and team leadership. It will be held in the Lee Metcalf Building, **Helena, on February 6**, from 8:30 a.m. to 4:30 p.m. This seminar is intended for managers and supervisors involved in teams of employees; teams of equal partnerships; or in teams with their own managers and supervisors. Cost is $60.

TECHNICAL WRITING

This seminar will be held from 8:30 a.m. to 4:30 p.m. **February 12**, in **Helena** at the Lee Metcalf Building. It will benefit anyone who is faced with the problem of providing written technical information on a non-technical format. The instructor for this popular seminar is Thomas Livers, Assistant Bureau

Chief, Energy Division, DNRC. Cost of this seminar is $60.

PURCHASING FOR STATE AGENCIES

This day-long seminar, taught by Gary Willems of the Purchasing Division, covers the rules and regulations as well as the principles of purchasing for state agencies, and is intended for all purchasing agents. It will be presented in the Lee Metcalf Building, **Helena**, on **February 13**, from 8:30 a.m. to 4:30 p.m., at a cost of $60.

CONTEMPORARY WRITING SKILLS

This ever-popular seminar, presented by John Moore, is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, style and format in contemporary use. It will be held in the Lee Metcalf Building, **Helena, February 13**, from 1:00 p.m. to 4:30 p.m. and continue on **February 14**, from 8:30 a.m. to noon. Cost is $60.

EEO ISSUES IN THE 90'S

Good selections place the right person in the right job. This result enhances productivity, reduces personal problems, and saves money while eliminating discrimination. This one-day course proves that it really pays to devote time and effort to knowing the EEO Laws (emphasis on American With Disabilities Act) and the recruitment and selection process. The workshop will take place in **Missoula, at the Village Red Lion, February 19**, from 8:30 a.m. to 4:30 p.m. The cost is $60.

INTRODUCTION TO SBAS

This short seminar, taught from 8:30 a.m. to noon, **February 21**, in the Lee Metcalf Building, **Helena**, is intended to acquaint participants with the Statewide Budgeting and Accounting System. It covers terminology, and the various input documents and reports. Cost is $45.

A DELICATE BALANCE: Privacy and the Right to Know

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, **Helena, March 3**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employees' Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in **Helena, March 4 and 5, 1992**. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental, and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. It will be held in the Coach House Inn. Cost is $55 for those covered under the Public Employees' Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

NEW DEVELOPMENTS IN WRONGFUL DISCHARGE

This half-day seminar will focus on issues of wrongful discharge in Montana. The course will provide an overview of Montana Supreme Court decisions interpreting the Wrongful Discharge from Employment Act. It will also examine developments in common law, tort cases that fall outside the scope of the Act. Seminar leaders will be John Moore, Director of the Professional Development Center, and LeRoy Schramm, Chief Legal Counsel for the Montana University System. John has been conducting courses on wrongful discharge for six years. LeRoy has also taught and written on this subject for several years. This seminar will inaugurate the PDC's Series for Attorneys in Public Service. It will be held in the Lee Metcalf Building, **Helena, March 5**, from 8:30 a.m. to noon. Cost is $45.

COMMON LANGUAGE: COMMUNICATION FOR TEAMWORK AND PRODUCTIVITY

The most notable trait of a high performance work group is the ability to communicate accurately and quickly. This workshop is designed to improve group teamwork and communication through the development of effective interpersonal communication skills and the enhancement of workplace communication channels. This full-day session will be held **March 10** from 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $65.

YOU INC: CHARTING YOUR FINANCES

Too many middle-income people (approaching middle age) think that financial planning ap-

plies only to lottery winners. The truth is, nearly everybody can make better use of their money through sound investments. This half-day seminar will help you make sensible, informed decisions about your finances - present and future. The seminar will focus on two areas of planning: 1) investment instruments such as securities, bonds, and stocks; and 2) insurance plans. Dave Barnhill, of the State Auditor's office, will cover the first area and Jim van Meter, a local agent, will cover the second. The course is designed to provide you with information on your financial option; you will receive no sales pitch. The seminar will be held **March 11** from 8:30 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $45.

MANAGING INFORMATION

We live -- and work -- in the Information Age. In fact, 90 percent of public sector employees handle and process information as their primary duty. Yet few of us view information as the primary resource of our work, and so we make little effort to manage it. This one-day course is directed at helping managers change that. Managing information will focus on the "local," agency level. It is not a course on computers; rather, the emphasis will be on developing information systems that promote accuracy and accessibility. The seminar will discuss critical issues of information -- its value, impact, and overload. It will examine definitions and dimensions of information and explore a planning process for managing information. It will be held in the Lee Metcalf Building, **Helena, March 12**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

ALL KIDDING ASIDE: PREVENTING HARASSMENT

Harassment takes many forms both blatant and subtle. A person's sex, race, national origin, age, religion, or political view may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it. It will be held in the Lee Metcalf Building, **Helena, March 12**, from 8:30 a.m. to noon. Cost is $45.

AMERICANS WITH DISABILITIES ACT

Employment, accommodation, and accessibility for people with disabilities. These are some of the issues that will be looked at during this seminar that addresses the various aspects of the Americans With Disabilities Act. It will explore management's responsibilities under this new law with an emphasis on the requirements related to employment. It will be held in the Lee Metcalf Building, **Helena, March 25**, from 8:30 a.m. to noon. Cost is $45.

OTHER PDC CLASSES

- **Approaching Supervision.** February 20, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $60.
- **Telephone Presence.** February 25, 8:30 a.m. to noon. Lee Metcalf Building, Helena. Cost is $45.
- **Managing Conflict.** February 27, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $60.
- **Managing Your Time.** March 3, 8:30 a.m. to noon. Lee Metcalf Building, Helena. Cost is $45.
- **New Employee Orientation.** March 5, 9:00 a.m. to noon. Lee Metcalf Building, Helena. Cost is $15.
- **Effective Presentations.** March 18 (1:00 p.m. to 4:30 p.m.), March 19 (8:00 a.m. to 4:30 p.m.), March 20 (8:00 a.m. to noon), Lee Metcalf Building, Helena. Cost is $60.
- **Laughing Matters: Humor in the Workplace.** March 31, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

HAPPY ST. PATRICK'S DAY!!

PROFESSIONAL DEVELOPMENT CENTER
FEBRUARY AND MARCH CLASSES

February 3	4 Media Relations Perf. Stand & App.	5	6 Writing Pos. Desc. (a.m.) Team Building	7
10	11	12 Tech. Writing Skils	13 Purchas. St. Agencies	14
			Contemporary Writing Skills	
17 Washington & Lincoln Day	18	19 EEO Issues 90s(Mssl)	20 Approaching Supr. ICCW-Diff. People	21
24	25 Telephone Pres.	26	27 Managing Conflict	28

March 2	3 Time Managemt Delicate Balance	4	5 New Empl. Orientation New Dev. in Wrongful Discharge	6
		Pre-retirement Planning		
9	10 Common Lang.	11	12 Managing Information Prev. Harassment	13
16	17	18	19 ICCW-Contp. Writing	20
		Effective Presentations		
23	24	25	26	27
30	31 Laughing Matter(am)			

Professional Development Center

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State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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ROUTE TO:

RETURN TO:

STATE EMPLOYEE GROUP BENEFITS ADVISORY COUNCIL PROPOSES MANAGED CARE, INPATIENT PSYCH PPO, FLEXIBLE SPENDING ACCOUNTS FOR NEXT PLAN YEAR

At its January 28 meeting the State Employee Group Benefits Advisory Council recommended two major health insurance plan changes to help control costs for next plan year. These were (1) add more managed care services (besides the case management services currently in place), and (2) establish an inpatient psychiatric Preferred Provider Network (PPO). This will be a network of Montana inpatient mental health facilities which agree to provide lower cost services to the state health plan in exchange for obtaining state plan business.

A third proposal endorsed by the council was adding medical and child care flexible spending accounts. These will allow employees to set aside gross salary (salary from which taxes and FICA -- Social Security -- have not been removed) to pay for out of pocket medical and child care expenses. Under this arrangement dollars that would normally go to taxes and FICA can be used to pay medical and child care expenses. All three recommendations have been accepted by the Department of Administration and are in the process of development for September 1, 1992.

The above proposals were reached after the council reviewed preliminary results of the employee survey conducted in December to identify plan members' preferences. The council noted that plan members preferred the cost control options (wellness incentives, PPOs, managed care) and the option of individual choice of plans over the alternatives of

increased premiums to cover expanding costs, or periodic benefit reductions to keep benefits at levels premiums will cover. The survey also found that employees were interested in having flexible spending accounts available to them. *See article on Preliminary Survey results.*

Managed Care/PPO

The state plan already includes one component of managed care, case management, and the case-management service contract was due for rebid. The RFP process was expanded to include other managed care options for council consideration including psychiatric PPO.

After reviewing responses to the Managed Care RFP and interviewing three finalists (Crawford and Co. of San Mateo, California; Cost Care Inc. of Huntington Beach, California; and Managed Care Montana of Helena), the council recommended Managed Care of Montana, a branch of Blue Cross and Blue Shield.

Components of the accepted managed care package include:

1. **Pre-certification of hospital admissions.**
The goal of this program is to make sure employee benefit dollars are being spent efficiently -- on medically necessary services only. To monitor this, the program requires that hospital admissions be called in before or shortly after the admission (as is currently required for case management). The case is reviewed by a case management nurse to determine if inpatient treatment is "medically necessary" based on national and regional norms for the particular diagnosis and related medical conditions. If so (as is true for about 98 - 99 percent of medical admissions, a smaller percentage of psychiatric admissions), the admission is certified for a specified number of hospital days. This means that normal health plan benefits will apply.

If the case does not meet the criteria for inpatient treatment, it is reviewed by a medical director (physician) and by consulting specialists as needed. If it is still determined not to meet criteria, the attending physician and member are informed that future hospital days are not certified. This means the "medical necessity" requirement for benefits has not been met and normal benefits will not apply. Some plans provide no benefits for uncertified hospital days and some provide reduced benefits. This decision has yet to be made for the state plan.

Currently, members don't find out whether services meet "medical necessity" criteria until after the fact, unless they request a predetermination. Although only medically necessary services are technically eligible for benefits, denying benefits after the fact creates such a financial hardship on members that only the most blatant abuses are denied. Pre-certification lets members know what medical services meet medical necessity criteria in advance.

Information on out-patient facilities which provide the medical services needed will be available for individuals who wish to seek out-patient services.

2. **Continued Stay Review.**
This component involves a second review if a member needs more hospital days than originally certified. A managed care nurse calls the hospital on a member's last certified day to confirm that the member is being discharged. If not the physician will be contacted for additional information. If medically necessary criteria are met for additional days, they will be certified. Certification means that normal benefits will apply as indicated above.

3. **Individual Case Management.**
This is the program currently available to plan members facing lengthy, high-cost medical problems. Case management nurses work with plan members and physicians to identify treatment options and, in some cases, create treatment options that provide needed care in more cost-effective ways. This program has resulted in savings of $7.00 for each dollar spent and has been popular with plan members who have used it.

4. **Patient information line.**
This is a telephone line staffed by a registered nurse, which members will be able to call for general medical information including information on medical terminology and procedures, treatment options for various diagnoses, the latest medical technology, community resources, etc. It was included to help members become informed consumers of medical services.

5. **Inpatient Psychiatric PPO.**
This is a network of Montana inpatient psychiatric facilities that will be developed by Managed Care of Montana to provide plan members with psychiatric services when more intensive treatment is required than can be provided on a typical out-patient basis. This network is expected to help

control inpatient psychiatric costs (which have been one of the fastest growing cost areas), thus reducing the need for premium increases. As with any PPO, members who use a preferred facility that has agreed to hold down costs will have lower out-of-pocket costs and members who use a non-preferred facility will have higher out-of-pocket costs.

Flexible Spending Accounts

An RFP has been issued to select a company to set up and administer flexible pretax spending accounts for medical and dependent care expenses. This will be an optional benefit for employees to be available September 1, 1992. Initial bids were received March 23, 1992.

The next meeting of the council is scheduled for April 14, 1992. At that meeting the council will: interview finalists for flexible spending account administration; consider reimbursement options for uncertified hospital days; consider options to the current $100,000 cap on organ transplant benefits; review cost and income projections that incorporate the managed care savings; and recommend premiums for next plan year. Anticipated managed care savings are expected to reduce the need for premium increases beyond the $20 increase per month that will be covered by the $20 increase in state contribution.

Anyone who wants notices of council meetings can be put on the mailing list by calling Melissa Pankratz at 444-3871.

For more information about the meeting and proposed plan changes, call Linda Kaiser or Joyce Brown at 444-3871.

PRELIMINARY BENEFITS SURVEY RESULTS

Last December state employees were surveyed for their preferences in dealing with skyrocketing health care costs. Four thousand, three hundred and eighty-three employees responded (35 percent). Results of the survey indicate that employees prefer stricter measures for controlling health care costs over increased out-of-pocket costs or reductions in benefits. Employees want to keep plan costs at levels current premiums will cover.

COST CONTROL PREFERENCES

The survey presented eight options for responding to increasing claims costs. The 4,383 respondents (a 35% response rate) ranked the eight options as follows:

1. Provide plan members with incentives to stay healthy and use fewer medical services or lower cost services where appropriate.

   Favored incentives were: (a) premium reductions for non-smokers, and (b) higher reimbursement of expenses for minor surgeries which are performed on a less costly outpatient basis, and a lower reimbursement when these surgeries are performed on a more costly inpatient basis. (This will be a feature of the managed care program. See related article on page 1.)

2. Contract with physicians, hospitals, pharmacies, labs, etc. to receive lower prices in exchange for giving them State Employee Benefit Plan business. Such contracts are called Preferred Provider Organizations (PPO's). This involves higher plan reimbursement for PPO services and lower reimbursement for non-PPO services. (This option was ranked very close to Option 1.)

   The most favored PPO's were preferred pharmacies and pharmacy mail order service for maintenance drugs taken on an on-going basis. An inpatient psychiatric PPO is planned for next year to complement the managed care program.

3. Give plan members a choice of plans such as a comprehensive but higher-cost or more controlled plan (for example, a Health Maintenance Organization, HMO) and a basic, lower-cost plan.

   Although, respondents liked this concept, the five plans presented in the survey did not provide enough savings in premium to make the less comprehensive plans attractive. The HMO option received a very mixed review. It was ranked first by 20% of the respondents and last by 22%. The survey suggests that plan options are a good idea, but need more work.

4. Contract with a managed care organization to review and approve non-emergency hospitalization to reduce unnecessary hospitalization costs.

   There was little difference in the type of inpatient admissions that respondents felt were appropriate for review. Medical/surgical, psychiatric, and substance abuse admissions all ranked nearly the same. (Medical/surgical and psychiatric admissions are slated for

review next year as part of the managed care program).

5. Maintain current benefits, increase premiums to cover costs, and have plan members pay the additional premium not covered by increases in sate contribution.

   Choices of who should pay extra costs were understandably mixed. The first choice was to adjust premiums to reflect the number of dependents, so large families pay more. However, since only 155 of the 4,383 respondents (3.5%) had four or more children, this would generate less income than respondents may have thought.

   The next two choices were nearly equivalent. The choices were (a) leave premiums structured as they are, which provides discounts for full family coverage, and (b) change premiums so that employees pay all costs of their particular coverage not covered by the state contribution. This would require member's with full family coverage to pay more, and employees who cover only a spouse to pay less. Managed care savings may eliminate the need for major changes in premiums next year.

6/7. Increase annual deductibles and co-payments. Limit or eliminate some benefits to hold down plan costs. These two less preferred options were equivalent in ranking.

   If benefits must be reduced, the first choice of benefits to eliminate altogether is in-patient chemical dependency (30% of respondents), followed by outpatient chemical dependency (26%), inpatient psychiatric (25%) and chiropractic services (24%). The choice of benefits to limit or reduce is inpatient psychiatric (43%), inpatient chemical dependency (37%), outpatient psychiatric (34%) and outpatient chemical dependency (30%). The managed care program will limit inpatient psychiatric and chemical dependency benefits when outpatient treatment is more appropriate.

8. Put more of the money the state spends for employee compensation into health benefits and less into salary or other benefits.

   This was clearly the last choice for active employees, but more popular with retirees who would be unaffected by loss of salary dollars. If compensation dollars must be pulled from salary or other benefits, the choice is to sacrifice the core life insurance benefit rather than salary or dental benefits. That would make all life insurance a self-paid elective and increase the cost of life insurance for older employees in higher premium brackets.

BENEFIT ENHANCEMENT PREFERENCES

Additional survey results indicate a strong interest in flexible spending accounts. Fifty eight percent of those responding said they would or might use a medical flexible spending account, and 28% said they would or might use a dependent care flexible spending account. Flexible spending accounts are expected to be available next year.

Respondents were less interested in benefit enhancements that would increase premiums, but 15% indicated a desire for vision benefits, and 12% indicated a desire to increase preventive benefits. The most frequent comment was a request for enhanced preventive benefits.

SERVICE EVALUATION

A majority of respondents indicated that claims are frequently processed accurately or promptly, and most felt that Blue Cross and Blue Shield personnel are helpful. Comments by 115 of the 4,383 respondents indicated dissatisfaction with Blue Cross and Blue Shield. However, it was difficult to determine if the problem related to claims service or to the mistaken belief that charges by Blue Cross and Blue Shield are a big source of cost increases.

ADDITIONAL ANALYSIS

Additional analysis is being conducted to determine if survey responses are affected by such factors as age, sex, income level, dependents covered, existence of medical conditions, etc. When this analysis is completed, a summary report will be prepared and distributed to all plan members.

For information about the state's health care benefits, call the Employee Benefits Bureau, 444-3871.

CPR: A Second Chance

In the January/February, 1992 issue of the *Montana Personnel Perspectives*, the article "First Aid for . . . Hypothermia" stated, "If the person is unconscious, use artificial respiration or CPR (cardiopulmonary resuscitation) if you are trained in this life-saving technique." ***The correct guidance in this situation is:*** *"If the person*

is unconscious, monitor the ABC's (Airway, Breathing, and Circulation), and if necessary, use artificial respiration or CPR if you are trained . . ."

Unconsciousness can result from a variety of causes, including cardiac or respiratory arrest. When a person becomes unconscious it is necessary to monitor his or her ABC's to insure that the person is still breathing and that their heart is beating. If CPR is begun on an unconscious person whose heart is still beating, it could cause physical injury and possibly cardiac arrest. **Only when the person stops breathing would artificial respiration be initiated, and only when the heart also stops would CPR be initiated.**

Cardiopulmonary resuscitation is a holding action for someone who has stopped breathing and whose heart has stopped beating until more advanced medical help arrives. CPR involves a combination of artificial ventilation techniques and chest compressions. These procedures keep some oxygenated blood flowing to the brain and the other vital organs until proper medical assistance can be provided to the person.

Without artificial respiration or CPR being initiated soon after a person requires these techniques, their chances of survival diminish at a rapid rate. Brain damage begins after four minutes of lacking oxygen. After ten minutes, brain death is highly probable. Therefore, it is critical to begin CPR within four minutes.

CPR is a technique that is easy to learn and the basic training takes very little time. It is something that everyone should know how to do. Training is available through the American Red Cross or the American Heart Association. Contact either of these organizations in your community to learn more about techniques that could help save someone's life.

TAKING CHARGE OF YOUR OWN HEALTH

More and more Americans are taking charge of their exercise, eating, lifestyle, and health habits, and are happier for doing so. A recent Gallup poll shows that 26% of the people surveyed are firmly committed to taking charge of their health. They have an increased sense of well-being, feel confident in their appearance, and overall, are more satisfied with their lives.

If you are among the people who are taking positive steps to protect their health, congratulations! If not, the following tips can help you take charge of your health and start you on the road to a happier, healthier, more satisfying way of life.

Health Behavior

A healthy behavior means eating well, exercising regularly, managing stress, avoiding alcohol and drugs and not smoking. It also means following your health care professional's advice regarding periodic health screenings. Sounds exhausting, right? If you had to make all of these behavior changes at once, it might be. The best way to exchange unhealthy habits for healthy ones is to make small changes, one step at a time.

Make A Wish List

First, make a wish list of the behavior changes which will help you feel better. Rank those changes in order of their importance to you and then agree to work on your #1 priority first, your #2 choice second and so on. For instance, if you are a smoker and are also overweight, you may want to concentrate on stopping smoking first, then concentrate on losing weight.

One Step At A Time

Break down each long-term goal into smaller, more realistic goals. For example, don't say, "I'm going to lose 20 pounds by my birthday." Rather, list specific short-term strategies that will help you reach that goal, such as "I will eat 60% of my daily calories from complex carbohydrates like fruits, vegetables, and whole grains." Or, "I will eat more fish and poultry and less red meat." These smaller steps are easier to accomplish, and each success will motivate you to continue with your new behavior patterns.

Reward Yourself

Reaching a goal is a reward in itself. It's also important for you to reinforce your new, healthier behavior by giving yourself a pat on the back. When you've successfully accomplished a goal, give yourself a reward -- a massage, theater tickets, new clothes -- be creative! And be sure to actively appreciate your accomplishment by telling yourself and others how proud and confident your new behavior makes you.

(Printed with permission from Saint Vincent Hospital and Health Care, *Healthful Tips*.)

1992 SECC UNDERWAY!

The new Employee Steering Committee held its first meeting on January 22 to begin the planning process for the 1992 State Employees' Combined Campaign (SECC). ***Bob Pancich***, Department of Commerce, was elected to chair the committee again and ***Jane Hamman*** of the Governor's Office, was elected as the vice-chair. Employees who have volunteered for the committee include:

Dee Strizich
Department of Justice

Nancy Hughes
Department of Natural Resources and Conservation

Joe Mathews
Department of Social and Rehabilitation Services

Kathy Helland
Department of Labor and Industry

Madalyn Quinlan
Office of Public Instruction

Debbie Cheek
Department of Fish, Wildlife and Parks

Jim Obie
Department of Corrections and Human Services

Randy Koutnick
Department of Family Services

Madeline Cottrill
Public Service Commission

Mary Wright
Consumer Counsel

Yoli Fitzsimmons
Department of Health and Environmental Sciences

The committee meets approximately once a month. Initial activities include approving the policy statement and eligibility requirements for this year's SECC and reviewing surveys from volunteers participating in the last campaign. Applications to participate in the 1992 SECC have been distributed to potential federations with a deadline for application of April 30.

Several changes to the campaign were made this year. The most significant involves the staff support required to run the campaign. The Lewis and Clark County United Way has been selected to administer the campaign. They currently administer the Combined Federal Campaign. The Lewis and Clark United Way will be responsible for campaign operations statewide under the guidance and direction of the employee steering committee.

If you or someone you know from an agency not currently represented would like to participate on the steering committee, or if you have any questions concerning the 1992 SECC, call Jim Edgcomb, State Personnel Division, at 444-3886.

RECOGNITION PROGRAMS THROUGHOUT THE STATE

[This column highlights agency efforts to recognize employees for outstanding service or performance. You may submit information about your agency's employee recognition program to Liz Hayden, State Personnel Division, Room 130, Mitchell Building, Helena, MT 59620.]

The Department of Corrections and Institutions has established some unique employee recognition programs throughout the state.

Many divisions provide service pins, certificates and special luncheons in honor of years of service. Retirees may receive plaques and recognition at "Employee Coffee" events or other award ceremonies. Administrators often coordinate these activities.

Management staff works closely with local media services to coordinate news columns or articles that highlight activities, employee achievements and awards.

The names of many award recipients are engraved on plaques that are placed in a central location in the workplace.

Some work units coordinate recognition efforts with professional organizations. Management submits the employee's name and service information when an employee wins an award.

Employees who are recognized for exemplary service may receive promotional gifts or parking awards from division administrators.

Many work units integrate their employee recognition program with the division or department Employee of the Year award. For example, employees may be nominated at an annual conference, or all employees who win the monthly or quarterly employee recognition award become eligible to win the annual award.

For additional information about the employee recognition programs at the Department of Corrections and Human Services, call Tom Dolan at 444-4934. If you would like information about State Employee Recognition Day or the Governor's Award for Excellence in Performance, call Liz Hayden at 444-3789, mornings.

STAFF CHANGES

Kathy Battershell has taken the position of Administrative Officer/Deferred Comp-Incentive Awards with the Employee Benefits Bureau. She previously held the Retiree Program Assistant position for the bureau. Her new phone number is 444-3849.

Jeanette Schmidt is the new Administrative Clerk in the Employee Benefits Bureau. Her phone number is 444-3947.

STATE HONORS EMPLOYEES ON MAY 5

Governor Stan Stephens has proclaimed Tuesday, May 5 as State Employee Recognition Day. The governor's proclamation urges Montanans ". . . to recognize the contributions of all state employees with special recognition of those who were called to active duty with the military and those who were killed during their service as state employees."

This is the third year Governor Stephens has established a day in honor of state employees. Throughout the year, state departments recognize employees' efforts and outstanding work performance with activities and programs that are unique to the department. On May 5, the public and private sectors are urged to thank **all** state employees whose contributions and efforts during the year may be unrecognized.

The Governor's Award for Excellence in Performance has become a significant element of State Employee Recognition Day. Award recipients are typically selected by co-workers and department heads based on criteria including exemplary achievements on the job, cooperative efforts that enhance teamwork or improve a department's image, and outstanding job performance that assists a department in accomplishing its objectives. Last year, 41 employees from 25 agencies received the award. On May 5, the awards will be presented by the governor in the Capitol Rotunda at 11:00 a.m. on State Employee Recognition Day.

The names of award recipients must be submitted by Friday, March 27, to Liz Hayden, State Personnel Division, Room 130, Mitchell Building, Helena, MT 59620.

In February, the governor sent department heads and personnel representatives information about this year's State Employee Recognition Day program and awards ceremony. If you have not received this material or if you have questions about the program and activities, call Liz Hayden at 444-3789, mornings.

CLASS REVIEW UPDATE!

NOTE: This is the third in a series of articles that will provide information about scheduled class reviews as part of the implementation of the benchmark factoring method.

The first printing and distribution of new class standards occurred in February. The standards cover the following class series:

Accounting Clerks and Technicians, Accountants
Reclamation Specialists
Wildlands Fire Investigator

The second printing due out in mid-March includes:

Eligibility Assistants and Examiners
Laboratory Animal Caretaker series
Livestock Investigators and Brand Inspectors
Water Resource Managers

Reviews currently in progress include:

Child Support Investigation Supervisors, Technicians and Investigators
Personnel series
Graphic Designers
Payroll
Cashiers
Collection Specialists
Licensing and Certification

Class reviews scheduled to begin in March and April include:

Engineering classes
Montana Promotions Officers and Business Development Specialists

If you have any questions or would like further information, call Jim Stiffler at 444-3854.

HAPPY EASTER!

HOLIDAY

MEMORIAL DAY
Monday, May 25, 1992

BFM: WORKING CONDITIONS/ PERSONAL CONTACTS

[NOTE: This is the fifth article in a series about the Benchmark Factoring Method (BFM) of job classification for state government positions. Articles focus on various considerations when classifying a position using BFM.]

The factor **Working Conditions** measures the environmental factors and degree of hazard involved in the work of an employee. A position can receive factors ranging from zero to three. The vast majority of state government positions are factored at zero.

A factor of zero is given to positions where work is performed in controlled, comfortable settings where the employee is able to manipulate the work environment to achieve a desired comfort level. No risk beyond those in normal office activities are associated with the work and no special precautions of any kind are required. This factor applies to most state government positions and covers typical situations involved in moving offices and office furniture.

At the other extreme, a factor of three is assigned to difficult or dangerous jobs where at least half the work is performed in settings that provide exposure to heavy concentrations of dust or noxious fumes, temperature extremes, or very unpleasant odors, sights and sounds. Conditions in this range include: Long periods of constant lifting of 25-50 lb. objects or regular lifting of objects heavier than 50 lbs.; long periods of constant bending, turning, pushing or pulling; climbing and walking rough terrain or water; risk of injury from assault, operation of vehicles at high speeds or over rough terrain, or from animal attacks, falls or other dangerous activities requiring unusual awareness or special safety precautions. For example, Highway Patrol officers are assigned a factor of three because their work includes some of these conditions.

The factor **Personal Contacts** describes the type of interactions that are required to perform the work. This factor does not consider incidental or non- essential contacts, only those interactions that are necessary to perform the work.

There are six levels within the factor, Personal Contacts. At the lowest level, contacts are primarily within the work unit and involve a straight-forward exchange of information. Public contact is minimal and usually non-essential.

At six, the highest level, contacts are made with officials who have a significant impact on an agency's programs or policies to justify and defend controversial policies, practices and programs.

The other levels are dependent upon who is regularly contacted, the complexity and nature of information exchanged, whether mediation or negotiation is involved and whether the contacts have the same interests or are adversarial in nature.

A receptionist who deals with public inquiries concerning a specific program will receive a higher factor level than an accounting clerk who deals only with co-workers and supervisors. However, a hearings officer who deals in mediation, abstract information and hostile public contacts, will receive an even higher level. A high-level administrator who routinely deals with federal agencies responsible for program funding and regulations would probably receive a yet higher factor level.

For more information about the Benchmark Factoring Method, including Working Conditions and Personal Contacts, call Jim Stiffler at 444-3854.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives*:

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Ric Moser
Bev Pickett
Kitty Ryan
Jim Stiffler

If you have comments or would like additional information about *Personnel Perspectives*, call Kitty Ryan at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

APRIL AND MAY CLASSES

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity and other damaging actions have silenced many managers. This half-day seminar will explore the "ins and outs" of references -- both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices. This seminar will be held in **Helena** at the Lee Metcalf Building, **April 7** from 8:30 a.m. to noon. Cost is $45.

HEALTHY BACK AND INJURY PREVENTION

Over 400,000 back-related injuries occur on the job each year, which cost $900 million in medical costs and $3.6 billion in wages. This seminar will help participants recognize and avoid potentially harmful situations It will also explain the causes of back injuries and the common types of disorders. The workshop will be presented by Heidi Goldman, Professional Training Seminar Services Director. She has 20 years of experience in health and body therapies. It will be held in the Lee Metcalf Building, **Helena**, on **April 8**, from 8:30 a.m. to noon. Cost is $45.

ETHICAL ISSUES IN PUBLIC SERVICE

Ethical issues in Public Service will benefit government managers at all levels, however it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center will conduct the seminar. In the past, he has developed workshops in sensitive topic areas of common and statutory law. The seminar will be held in the Lee Metcalf Building, **Helena**, from 8:30 a.m. to 4:30 p.m., **April 21**. Cost is $60.

SELECTION SCREENING AND INTERVIEWING SKILLS

This workshop identifies recruitment methods and proven guidelines; demonstrates the use of minimum qualifications in screening; develops effective and economical application supplements. It also identifies potential weaknesses in the interview process and the advantages of structured interviews; practice developing interview questions and conducting interviews. Includes videotaped practice. This full-day session will be held **April 23** at the **Billings Sheraton** and **May 27** at the **Holiday Inn in Bozeman**. Class will run from 8:30 a.m. to 4:30 p.m. Cost is $60.

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employees' Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in **Bozeman** at the **Holiday Inn, April 30 and May 1**. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. Cost is $55 for those covered under the Public Employees' Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

ACHIEVING SECRETARIAL EXCELLENCE

This half-day seminar is designed for secretaries, administrative assistants, and their supervisors who wish to improve their credibility, productivity, and professionalism and improve the professional image of their organization. It will emphasize the improvement of skills in communicating, organizing, and decision making. Participants will also discuss the importance of self-esteem and ways to build self-esteem. Cost is $45. It will be held from 1:00 p.m. to 4:30 p.m. in the following cities:

Helena	**April 22**
Lee Metcalf Building	
Kalispell	**April 29**
Cavanaugh's	
Missoula	**April 30**
Econolodge	
Glasgow	**May 12**
Cottonwood Inn	
Havre	**May 13**
Duck Inn	
Billings	**June 2**
Holiday Inn	

CONTEMPORARY WRITING SKILLS

This ever-popular seminar, presented by John Moore, is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, style and format in contemporary use. It will be held in the Lee Metcalf Building, **Helena, May 7** from 1:00 p.m. to 4:30 p.m. and continue on **May 8** from 8:30 a.m. to noon. Cost is $60.

APPROACHING SUPERVISION

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well. It will be held in the Lee Metcalf Building, **Helena**, on **May 5** from 8:30 a.m. to 4:30 p.m. Cost is $60.

TEAM BUILDING

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain management skills. This one-day seminar on Team Building will include communication skills, developing team commitment, and team leadership. It will be held in the Lee Metcalf Building, **Helena**, on **May 12**, from 8:30 a.m. to 4:30 p.m. This seminar is intended for managers and supervisors involved in teams of employees, teams of equal partnerships, or in teams with their own managers and supervisors. Cost is $60.

TAKE YOUR WORD FOR IT

Confidence and skill in relaying your message to others are the keys to effective communication. In this workshop, you'll learn how to get on one's "wavelength" and "speak their language." This in turn will help you get them to "take your word for it!" Communication skills such as listening and speaking will be discussed and practiced. It will be offered **May 27**, from 8:30 a.m. to noon, at a cost of $45 in the Lee Metcalf Building, **Helena**.

THE MANAGER AS MEDIATOR

Managers report spending more than 26% of their time managing conflict under everyday circumstances. **The Manager as Mediator** is for anyone who aspires to improve their skills in mediation. Key areas to be covered in this intensive three-day course include: the mediation model from start to finish, interpersonal skills, essentials for effective mediation, setting the scene for constructive conflict, and conflict and negotiation techniques. This course will be held in **Helena** at the Lee Metcalf Building on **May 27, June 4**, and **June 10** from 8:30 a.m. to 4:30 p.m. each day. Cost is $150.

OTHER PDC CLASSES:

- **New Employee Orientation**, April 9 and May 12, 9:00 a.m. to noon. Lee Metcalf Building, **Helena**. Cost is $15.
- **You, Inc.: On Becoming Assertive**, April 22, 1:00 p.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $45.
- **Managing Stress**, 8:30 a.m. to noon. Cost is $10 for state employees, $45 for all others:

Helena	**April 22**
Kalispell	**April 29**
Missoula	**April 30**
Glasgow	**May 12**
Havre	**May 13**
Billings	**June 2**

- **Advanced Editing**, April 12, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER
APRIL AND MAY CLASSES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		April 1	2	3
6	7 Giving and Getting Job Referances	8 Healthy Back and Injury Prevention	9 New Empl. Orientation	10
13	14	15	16 ICCW-Men/Women Communication	17
20	21 Ethical Issues in Public Service	22 Secretarial Excell You Inc: On Becoming Assertive	23 Selection Screening & Interviewing (Billings)	24
27	28	29 Managing Stress Secretarial Excell (Kalispell)	30 Managing Stress Secretarial Excell (Missoula) Pre-retirement (Bozeman)	May 1
4	5 Approaching Supervision	6	7 Contemporory Writing Skills	8
11	12 Stress/Sec. Excell (Glasgow) Adv. Editing Team Building	13 Managing Stress Secretarial Excell (Havre)	14 ICCW-Health	15
18	19	20	21 New Empl. Orientation	22
25 Memorial Day	26	27 Take Your Word Screening & Interviewing Mediation for Mngr I	28 (Bozeman)	29

Professional Development Center

Montana Personnel Perspectives

Volume XII, Number 1 May/June 1992

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ROUTE TO:

_____ _____
_____ _____
_____ _____
_____ _____

RETURN TO:

ADA LOOKS AT ESSENTIAL FUNCTIONS OF JOB

(This is the first in a series of articles dealing with the Americans with Disabilities Act. In the next issue of the Perspectives, look for a discussion of reasonable accommodation and undue hardship).

The Americans With Disabilities Act (ADA) requires that "no qualified individual with a disability shall, on the basis of disability, be excluded from participation in, or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any public entity."

To prohibit discrimination in employment, the ADA provides that:

> **An employer** may not discriminate against a **qualified person with a disability** and is required to make **reasonable accommodation** to known physical or mental limitations of an otherwise qualified individual unless to do so would impose an **undue hardship** on the employer.

A qualified individual with a disability means an individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the position and who, with or without reasonable accommodation, can perform the **essential functions** of the position.

A disability is a **physical or mental** impairment that substantially limits one or more major life activities, such as hearing, seeing, speaking, walking or working. The term also applies to someone with a **record of impairment**, such as a history of cancer

or alcoholism. It also includes someone who is **perceived or regarded** as having a disability, such as a person disfigured in an accident or someone with AIDS.

Anyone involved in hiring employees needs to be knowledgeable about these concepts to insure he or she does not inadvertently discriminate against an applicant with a disability.

Essential functions is a key phrase in the act. It refers to the fundamental job duties of the position; it does not include the marginal functions of the position.

Determining which functions are essential may be critical to determining whether or not an individual with a disability is qualified for a particular job. A job function may be considered essential for any of several reasons, including but not limited to the following:

- The position exists to perform the function. If the employer asserts a duty is an essential function, the next question is: If the function were removed would it fundamentally alter the position.
- The performance of the job function can be distributed among a limited number of employees.
- The function may be highly specialized and the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

Whether a function is essential is a factual determination which must be made on a case-by-case basis. Evidence of whether a particular function is essential includes, but is not limited to:

- The employer's judgment about which functions are essential;
- written job descriptions prepared before advertising or interviewing applicants for the job;
- the amount of time spent on the job performing the function;
- the consequences of not requiring the incumbent to perform the function;
- the terms of a collective bargaining agreement;
- the work experience of past incumbents in the job; and,
- the current work experience of incumbents in similar jobs.

It is important to note the inquiry into essential functions is not intended to second guess an employer's business judgment with regard to production standards, whether qualitative or quantitative, nor to require employers to lower such standards. However, if it is alleged the employer intentionally selected the particular level of production to exclude individuals with disabilities, the employer may have to offer a legitimate, nondiscriminatory reason for its decision.

What implications does this have for you? Managers and supervisors need to look at all of the positions they supervise and determine which duties and tasks are essential to the position. If it has been some time since job descriptions have been reviewed and updated, now is the time to do so and designate the functions that are essential.

If you have questions about essential functions or any requirements under ADA, call Jim Edgcomb, disability employment coordinator, at 444-3886.

CHARITABLE FEDERATIONS SELECTED FOR SECC

Thirteen charitable federations applied and were accepted to participate in this year's State Employees' Combined Campaign (SECC) by the Employee Steering Committee. This year a local federation in Pondera County will participate in the October campaign. The United Way of Park County did not reapply for the 1992 campaign.

The committee is currently working on several projects. The basic design of the campaign brochure is complete and is similar to last year's format. The contribution form has been redesigned to make it much simpler to fill out. The form also will allow some new options including: Designating both cash and automatic payroll deduction contributions; designating cash contributions to more than one federation and member organizations; and making checks made out to the "SECC" instead of to an individual federation.

If your agency is not represented on the employee steering committee and you are interested in determining the future direction of the SECC, or if you have comments or questions about the campaign, call Jim Edgcomb, State Personnel Division, at 444-3886.

JULY HOLIDAY

Independence Day
Observed on
Friday, July 3

BEEP BALL TOURNAMENT HIGHLIGHTS ADA AWARENESS WEEK

The anniversary of the signing of the Americans with Disabilities Act (ADA) will be celebrated during ADA Awareness Week, July 20-24. The goal throughout the week will be to provide state employees with opportunities to become more aware of the physical, social and attitudinal barriers encountered by people with disabilities.

The Americans with Disabilities Act was signed into law on July 26, 1990. ADA, which prohibits discrimination on the basis of a disability, became effective for state government on January 26 of this year. Prohibited discrimination includes not only employment, but the programs, activities and services provided by state government to the public. State government can work toward fulfilling its commitment to ADA by learning more about the barriers encountered by people with disabilities.

Agencies are encouraged to set aside time throughout the week to participate in activities that will help managers, supervisors and employees become more aware of the barriers confronting people with disabilities.

Plans are underway this year for a Beep Ball tournament. Beep Ball is played by blindfolded players who play a game similar to soccer using a large ball with bells inside. Agencies are encouraged to sponsor one or more teams of eight people per team. Both men and women are encouraged to play. Games are about 15 minutes long. The single elimination tournament will be conducted throughout the week, and the championship game will be played on Friday.

Last year, agency directors, managers and employees experienced first hand the realities of physical barriers by spending an hour or a day in a wheelchair. Others "adopted" a disability for a day. Several agencies participated by meeting with employees with disabilities to learn about the barriers encountered in the workplace. Employees throughout state government learned more about attitudinal barriers by participating in Windmills/ADA awareness training.

The Professional Development Center is conducting a special Windmills class on July 21. The cost will be $15. We recommend this class to anyone who has not had an opportunity to attend Windmills.

Additional information will be available in the near future about the Beep Ball tournament and other activities. If you have questions about ADA Awareness Week planning or participating in activities, or if you want to arrange a Windmills training session for your agency, call Jim Edgcomb, at 444-3886.

WHO YA GONNA CALL?? . . . WASTEBUSTERS!

And call they did. With incredible enthusiasm, employees from the Department of Administration accepted the job of eliminating unnecessary time, effort and materials associated with their work. More than 266 ideas were approved after management teams carefully screened each Wastebuster suggestion.

The Department of Administration projects a cost savings of about $94,500 with a savings of 3,320 hours in personnel time. Employees already claim the implemented ideas have produced more streamlined and efficient work habits!

The project was kicked off in early March and was modeled after a successful Department of Labor and Industry's "Operation Deadwood" program. The Department of Administration chose the popular "Ghostbuster" movie as a theme for its project. Some of the "kickoff" meetings included green slime cookies, green punch and other theme treats; Wastebuster poems; skits; and Ghostbuster decorations. A paper "ghost mascot" hung in a central area of the Mitchell Building and, by the end of the three week program, was covered with approved Wastebuster ideas.

The program was a remarkable success based on the elimination of "waste," estimated cost savings, renewed enthusiasm among employees and improved communication between staff and management.

If you have questions about implementing a program to identify waste in your department, or if you would like to see a complete list of approved ideas stemming from the Department of Administration's Wastebuster program, call Kitty Ryan or Marc Scow at 444-3871.

REGULATIONS REQUIRE PUBLIC EMPLOYERS TO POST NOTICES

As a result of federal and state laws, public employer are required to post various notices. These notices should be posted in conspicuous places where both employees and the general public can read them. In general, any department or sub-division of a department with hiring authority needs to post these notices close to the office where personnel actions are performed. There may be additional requirements to post in other conspicuous places where notices are customarily posted.

The following notices are required by federal regulations:

- **Federal Minimum Wage.** Posters may be obtained from the U.S. Department of Labor, Employment Standards Administration, Wage and Hour Division, Washington, D.C. 20210.
- **"Equal Employment Opportunity is the Law."** Posters may be obtained from the U.S. Equal Employment Opportunity Commission, 2401 East Street NW, Washington, D.C. 20507. The State Personnel Division also has a limited supply of these posters.
- **Americans with Disabilities Act.** The employer should develop notices. At some point notices will be available from the Department of Justice.

The following notice is required, if you receive federal funds:

- **"Have You Been Discriminated Against?"** Posters can be obtained from the Directorate of Civil Rights, U.S. Department of Labor, 200 Constitutional Avenue NW, Room N-4123, Washington, D.C. 20210.

The following notices are required by state regulations:

- **Workers' Compensation Insurance Coverage.** Post notice issued by the State Compensation Mutual Insurance Fund.
- **Unemployment Insurance.** Post notice issued by the Montana Department of Labor and Industry.
- **"Job Safety and Health Protection."** Posters can be obtained from Montana Department of Labor and Industry, Safety Bureau. Posting a log of occupational injuries and illnesses occurring at the workplace also is required.

You may wish to consider posting the following notices, but they are not required by regulation:

- **U.S. Immigration law.** Posters can be obtained from the U.S. Department of Justice, Office of Special Counsel, P. O. Box 65490, Washington, D.C. 20035-5490.
- **"Discrimination is Against the Law."** Posters describing Montana's Human Rights Act can be obtained from the Department of Labor and Industry, Montana Human Rights Commission.
- **Agency sexual harassment prevention policy.**
- **Agency drug free workplace policy.**
- **Agency Equal Employment Opportunity policy.**

For additional information, call Jim Edgcomb, 444-3886.

THE EMPLOYEE BENEFITS TOUR

COMING TO YOU IN THE SUMMER OF '92

- Do you want to learn about changes in your health plan?
- Are you interested in a new tax savings program for medical and child care expenses?
- Are you concerned about sky-rocketing health care costs and ways to contain them?
- Do you want to learn the results of last winter's benefits survey?
- Do you have questions about your health and dental benefits?

The Department of Administration, Employee Benefits Bureau, and Blue Cross and Blue Shield of Montana will be coming to you during June and July to introduce important new programs and to answer your benefits questions.

Dates, times and locations for sessions closest to you and further information about these programs will be arriving in your mail. Be on the lookout for this information and plan on attending a session. Or, call Kathy Battershell, Employee Benefits Bureau, 444-3849.

STATE EMPLOYEE RECEIVES PRESIDENTIAL AWARD

Marguerite Santy is one of only eight recipients of this year's U.S. Department of Labor Presidential Award for her accomplishments as an outstanding participant in a career training program. Ms. Santy entered Helena's Career Training Institute (CTI) in 1990. CTI provides skill training and job search training for displaced homemakers.

Because she was unable to attend the awards ceremony in Washington, D.C., Ms. Santy was honored at a special ceremony in the Capitol on May 18. Governor Stephens presented her with the Presidential Award and highlighted her achievements to a crowd that included local government officials and representatives from CTI, the Department of Administration, where she is employed, and the Department of Labor and Industry.

Award recipients are selected in a highly competitive process that begins with a nomination from the governor and includes review by local and national employment programs.

Ms. Santy received the U.S. Department of Labor Presidential Award because of her success in the training program and, later, in a competitive job market, despite serious health problems and personal challenges. Ms. Santy is employed as a word processing operator with State Personnel Division in Helena.

OUTSTANDING EMPLOYEES RECEIVE EXCELLENCE IN PERFORMANCE AWARD

Governor Stephens presented 42 state employees with the Governor's Award for Excellence in Performance on May 5 in Helena. The award is presented annually to one or two employees from each department who are recognized for outstanding achievements, skills, contributions and performance. Recipients are selected by varied groups and individuals within each department. Most agencies developed a panel of employees, including peers, supervisors and management representatives who selected award winners. This year, 26 agencies selected employees for the Governor's Award for Excellence in Performance.

The governor also proclaimed May 5 as State Employee Recognition Day in Montana. This coincided with Public Employee Recognition Week, May 4-10. Public Employee Recognition Week is a national effort to draw the public's attention to the quality of people in government positions, the value of the services they perform and the variety of careers in public service.

"Our state employee recognition day is a time to say thanks to the many men and women who provide needed services in our communities. We often take these services for granted, but they are part of what makes Montana so great. By highlighting the work of these 42 outstanding employees we are challenging all state workers to strive to serve Montanans in the best manner possible," Governor Stephens said.

Helena mayor Kay McKenna, Helena Chamber of Commerce president Dean Retz, and chairman of the Lewis and Clark County Board of County Commissioners Blake Wordal also congratulated the award winners. The speakers noted that state employees deserve appreciation for their services because they help ensure a high quality life for Montanans.

A crowd of about 350 coworkers, supervisors, friends and family members attended the reception and ceremony. The Helena Area Chamber of Commerce hosted the reception which was sponsored by local businesses.

In addition to the governor's presentation of awards, agencies honor individual award recipients in varied ways. Some agencies host dinners or award ceremonies during the year, while most hold ceremonies near or on State Employee Recognition Day. Governor Stephens sends a personal letter to each award recipient and presents each with a formal photograph of himself and the award winner.

This year 34 of the award winning employees are from Helena, three are from Bozeman and there is one each from Billings, Glendive, Lewistown, Livingston and Sidney. The following list of award recipients identifies their agency, community and position title.

For more information about **State Employee Recognition Day** or **The Governor's Award for Excellence in Performance**, call Liz Hayden at 444-3789, mornings.

Governor's Award for Excellence in Performance Recipients 1992

HELENA

JIM AHERN
Duplicating Services Supervisor
Publications and Graphics Bureau
Procurement & Printing Division
Department of Administration

REGINA KNAPP
Accounting Technician II
Management Support Bureau
Accounting and Management
Support Division
Department of Administration

ED GREENWOOD
Auditor/Warehouse Examiner
Plant Industry Division
Department of Agriculture

JO-ANNE MUSSULMAN
Executive Secretary
Montana Arts Council

S. JIMMY WEG
Chief of Enforcement
State Auditor's Office

CAROLYN DOERING
Administrator
Management Services Division
Department of Commerce

LISA JOHNSON
Licensing Certification Specialist
Building Codes Bureau
Department of Commerce

THOMAS W. RING
Senior Environmental Specialist
Facility Siting Bureau
Energy Division
Department of Natural
Resources and Conservation

MIKE SIMS
Plant Superintendent
Broadwater Power Plant
Water Resources Division
Department of Natural
Resources and Conservation

MARY ANN AKERS
Residential Care Specialist
Community Services Division
Department of Family Services

FRED KING
Wildlife Area Manager
Wildlife Division
Department of Fish, Wildlife & Parks

NANCY KRAFT
License Section Supervisor
Department of Fish, Wildlife & Parks

KELLY MOORSE
Executive Director
Mental Disabilities
Board of Visitors
Governor's Office

KEVIN KEENAN
Environmental Program Manager
Water Quality Bureau
Environmental Sciences Division
Department of Health and
Environmental Sciences

CHARLES HOMER
Environmental Specialist
Air Quality Bureau
Environmental Sciences Division
Department of Health and
Environmental Sciences

TERRY CANNON
Centralized Services Manager
Central Services Division
Department of Justice

DAVE FOLSOM
Research Specialist
Research, Safety & Training Division
Training Division
Department of Labor and Industry

RUSSELL "RUSTY" HARPER
Bureau Chief
Planning and Evaluation Bureau
Unemployment Insurance Division
Department of Labor and Industry

PAM SMITH
Library Clerk
State Law Library

HANK MATHIASON
Enforcement Program Supervisor
Animal Health Division
Department of Livestock

DANIEL L. LIEBERG
Radiological Officer
Disaster Preparedness Bureau
Disaster and Emergency
Services Division
Department of Military Affairs

GALE KRAMLICK
Information Specialist
Office of Public Instruction

BOB MORRIS
Information Specialist
Office of Public Instruction

BONNIE LORANG
Assistant Administrator
Transportation Division
Department of Public Service Regulation

VIRGIL BYFORD
Tax Appraisal Specialist
Property Assessment Division
Department of Revenue

MARGURITE PREBIL
Administrative Clerk
Tax Division
Department of Revenue

LYNN KELLER
Operations Manager
Records Management
Secretary of State's Office

JOE ELPEL
Research Specialist
Office of Management Analysis
and Systems
Department of Social and
Rehabilitation Services

ELEANOR BOWEN
Assistant Vice President
Underwriting Department
State Fund

JOAN WRIGHT
Administrative Clerk
State Fund

JIMMIE McGEE
Accounting Clerk
Minerals Management Bureau
Land Administration Division
State Lands

RAE SMITH
Supervisor, Leasing Section
Surface Management Bureau
Land Administration Division
State Lands

HAROLD CHAMBERS
Collection Management Librarian
Information Resources Unit
State Library

ROBERT D. MORGAN
Consultant Design Engineer
Preconstruction Bureau
Highways Division
Department of Transportation

LEWISTOWN

KENNETTE McWILLIAMS
Recreation Therapist
Recreation Department
Montana Center for the Aged
Department of Corrections
and Human Services

GLENDIVE

MICHAEL ROBINSON
Developmental Services Supervisor
Eastmont Human Services Center
Department of Corrections
and Human Services

LIVINGSTON

JOYCE VANDER VOORT
Human Service Aide
Park County
Department of Family Services

BOZEMAN

GUS GUSTAFSON
Chief
Professional Programs Bureau
Montana Law Enforcement Academy
Department of Justice

(BERNADETTE) BERNIE KRAFT
Administrative Assistant
Diagnostic Lab
Department of Livestock

KATHRYN L. W. LAMBERT
Senior Water Master
Montana Water Court

SIDNEY

LENA NEER
Eligibility Examiner
Richland County
Family Assistance Division
Department of Social and
Rehabilitation Services

BILLINGS

RODNEY W. GRINDE
Utility Agent
Billings District
Department of Transportation

COLLECTIVE BARGAINING UNITS CERTIFIED

The Labor Relations Bureau has recently been involved in the unit determination process for several new collective bargaining units. The bureau scrutinizes each proposed unit for appropriate composition and offers objections where necessary. For example, there should be an identifiable community of interest among the positions proposed to be included, and the unit cannot include management, supervisory or confidential employees. In recent months most unit determinations have been accomplished without the need for formal Board of Personnel Appeals (BPA) hearings on the proposed units, although some modifications to the units have been mutually agreed upon.

Recently, one new bargaining unit was certified at the Department of Justice including about 30 communication center operators. Another election was held in the Pondera county office of the Department of Social and Rehabilitation Services. Each county office must independently certify its desire for representation. Once county recognition is achieved, the new members are integrated into the larger SRS bargaining unit. Finally, the BPA certified a new unit which combines 13 employees at two corrections Lifeskills Centers located in Billings and Missoula. These centers operate under the Department of Corrections and Human Services.

A recent Labor Relations Bureau status report shows there were five new bargaining units formed during 1990-91, the combination of two units into one, one discontinued unit, and one unit which changed union affiliation. Just over 6,000 state employees are now represented by bargaining agents.

For additional information, call Ken McElroy, 444-3982.

WHAT ARE THE NEW CLASS STANDARDS?

Standards for new Benchmark Factoring Methodology (BFM) consist of two basic elements, series discussions and benchmarks.

The series discussion establishes correct occupational groupings for work performed.

A benchmark (BMK) is a specific position which has been point-factored using the BFM method. Benchmarks illustrate how to apply BFM factor levels to particular types of work so the method is applied consistently. Point totals from all factor levels applied determine the grade level for the position.

Benchmarks consist of 1) a general description of the work; 2) a set of duty and task statements; and 3) factor level assignments with explanations as to why each level was chosen. Benchmarks are identified by class title and grade level.

Benchmarks are used as a comparison to help interpret or apply the factor level definitions when choosing factor levels for a position. One or more benchmarks from a series or related series may be used for comparison purposes. For example, a classifier may compare an accounting position's complexity level to the grade 12 accounting BMK, but find the supervision received level of the position is better compared to the grade 15 Fiscal Officer BMK.

There may not be a benchmark for every grade level in a series and there may not even be a benchmark for certain series, but there will be sufficient benchmarks representing similar types of work so comparisons can be made. There will be a series discussion for every series.

Series discussions and benchmarks are being written and published on a class-by-class basis. Opportunity is given for agencies with positions affected by the

standards to submit comments before the series discussions and benchmarks are published.

For additional information about the benchmark factoring methodology, call the Classification Bureau at 444-3871.

CLASSIFICATION REPORTS ON STATUS OF SERIES REVIEWS

During the last two months several class series reviews were completed and the benchmarks (BMKs) were distributed to the agencies. Those series completed or that should be completed by the time this article is published are:

- Child Support Investigators, Supervisors and Technicians
- Graphic Design
- Licensing, Certification and Permitting
- Personnel
- Cashier
- Fiscal Specialist and Officer
- Payroll/Benefits

Class series reviews in progress or scheduled to begin are:

- Montana Promotion Officers
- Business Development
- Employment Services
- Duplicating Machine Operators
- Education Program Representatives
- Parole and Probation
- Safety and Health Specialists
- Substance Abuse Counselors
- Collections
- Weights and Measures
- Engineers; Civil, Environmental, Geotechnical, Mechanical, etc.

Engineering specifications have been suspended.

If you have any questions or would like further information, call Jim Stiffler at 444-3854.

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Jim Stiffler

If you have comments or would like additional information about *Personnel Perspectives*, call Constance Enzweiler at 444-3871.

THE ART OF WORRYING

Making Your Worries Work For You

[*Please note! This article is not intended to provide medical advice on personal matters. For your individual needs, please consult with your personal physician.*]

Worrying means thinking with concern about a problem. It is a reaction to emotions such as fear. Worrying can be both harmful and helpful. It can work against you when you worry without finding solutions or when you ignore other activities. If you worry too much, you may even become depressed, anxious or irritable. But worrying can be helpful when it leads to problem solving and positive action. By learning why we worry, how to worry efficiently, and how to take action to solve problems, you can make your worries work for you.

Why We Worry Too Much

There are many reasons why we worry too much. Often, we talk ourselves into a state of mind where we can't think problems through to a solution. We become so involved in this negative "self-talk" ("I know I can't do it," "I'll never get the job," etc.) that we find ourselves unable to take action. We may also worry too much when we feel as if we have little control over our situation; we may not even try to find a solution because we believe it will be useless. Some of us may also worry unnecessarily as a result of past experiences or habits. But these worries may not have any basis in reality today, and these habits may be too limiting. Just because you were in a car accident five years ago doesn't mean you should prevent your teenager from learning to drive.

Learn to Worry Efficiently

To make your worries work for you, practice listening to and evaluating your self-talk. Is it negative or positive? Are you endlessly replaying one or two conversations? Take one worry and think it through to the end, coming up with a solution. For example, instead of saying "I know I can't pass the exam," try saying "I can pass if . . ." and list

the steps -- finding a tutor, forming a study group, etc. -- that can help you reach your goal.

Take Action

Write down all your worries, even small ones, and put them in one of two categories: those you *can* influence, and those you can't. Then focus just on those problems you *can* influence. Agree to let the others go; accepting that there are some situations that you cannot control is in itself a positive action. In some cases, a professional counselor may be able to help you uncover hidden causes than can relieve your excess worries.

Printed with permission from Saint Vincent Hospital and Health Care, *Healthful Tips*.

STAFF CHANGES

Larry Tobiason recently joined the Labor Relations Bureau as a Compensation and Labor Relations Specialist. Before working with state government, Mr. Tobiason was employed by the American Automobile Association (AAA) of Montana for 22 years. During the past 16 years, he served that organization as president. Mr. Tobiason's phone number is 444-3813.

Constance Enzweiler joined the Employee Relations Bureau as a Personnel Specialist. Last year, Ms. Enzweiler coordinated a statewide fair housing education and outreach project for the Montana Human Rights Commission. She worked for several years with the Montana Career Information System. Ms. Enzweiler's phone number is 444-3794.

PROFESSIONAL DEVELOPMENT CENTER

JUNE AND JULY CLASSES

FIRE ME AND I'LL SUE!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held on Tuesday, **June 2**, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.

EEO ISSUES IN THE 90'S

Good selection places the right person in the right job. This enhances productivity, reduces personnel problems, and saves money while eliminating discrimination. This one-day course proves that it really pays to devote time and effort to knowing the EEO Laws (emphasis on Americans With Disabilities Act) and the recruitment and selection process. The workshop will take place in **Billings** at the **Sheraton, June 9**, from 8:30 a.m. to 4:30 p.m. The cost is $60.

DOCUMENTING DISCIPLINARY ACTION

"If it isn't written down, it didn't happen." That is one of the basic principles of documenting disciplinary actions and most supervisors and managers know that. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted in the Lee Metcalf Building, **Helena** on **June 16** from 8:30 a.m. to noon. Cost is $45.

EFFECTIVE PRESENTATIONS

Anyone who wishes to improve his or her skills in public speaking and presentations to groups of all sizes will benefit from this 14 hour workshop. It takes the participant through the various steps which should be taken, and each participant is video-taped twice while making actual presentations. It will be held in the Lee Metcalf Building, **Helena** from 1:00 p.m. to 4:30 p.m., **June 17**; 8:30 a.m. to 4:30 p.m., **June 18**; and from 8:30 a.m. to noon, **June 19**. Cost is $60.

EVERYDAY NEGOTIATING SKILLS

This seminar will be held from 8:30 a.m. to noon on **June 23**, in the Lee Metcalf Building at the Capitol Complex in **Helena**. This half-day seminar will benefit anyone who would like to negotiate successfully in a cooperative, "everyone wins" atmosphere. This course emphasizes a coopera-

tive effort toward common goals. These negotiating skills can be applied to interpersonal conflict, work planning, and other areas where problems need solving. Cost of this seminar is $45.

PERFORMANCE STANDARDS AND APPRAISAL

This day-long seminar is aimed at helping supervisors develop performance standards to more effectively evaluate employees, and learn the tried and tested methods for conducting performance appraisals. It will be presented from 8:30 a.m. to 4:30 p.m., **July 8**, in the Lee Metcalf Building, **Helena**. Cost is $60.

APPROACHING SUPERVISION

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personnel principles needed to perform the job well. It will be held at the **Orange Street Inn, Missoula**, on **July 14** from 8:30 a.m. to 4:30 p.m. Cost is $60.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communication skills and defusing confrontations. It will be conducted in **Missoula** at the **University Center (Montana Rooms)** on **July 17**, 8:30 a.m. to 4:30 p.m. Cost is $60.

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, **Helena, July 21**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

REQUEST FOR PROPOSAL: THE PROCESS AND PITFALLS

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring. It will be held **July 22** in the Lee Metcalf Building, **Helena**, from 8:30 a.m. to noon. Cost is $45.

MALE/FEMALE COMMUNICATIONS

Current research tells us that men and women grow up behaving in profoundly different ways, and seeing themselves connecting to others in profoundly different ways. This indicates that the two sexes are really trying to communicate across *two different cultures*. This workshop will look at these differences in the genders and in their communication styles. It will also discuss techniques to bridge these differences to that we all can understand and appreciate each other better. It will be held in the Lee Metcalf Building, **Helena, July 22**, from 8:30 a.m. to noon. Cost is $45.

WINDMILLS

This half-day seminar is intended to increase awareness about the frustrations and obstacles that people with disabilities may face in the workplace. It examines various aspects of the Americans With Disabilities Act (ADA). Windmills will be presented in the Lee Metcalf Building, **July 21**, 8:30 a.m. to noon. In celebration of the anniversary of the signing of ADA, the course is being offered at the reduced cost of $15.

OTHER OTHER PDC CLASSES

- **Managing Stress** - 8:30 a.m. to noon. Cost is $10 for state employees, $45 for all others.
  Billings June 2
  Helena June 11
- **Achieving Secretarial Excellence** - 1:00 p.m. to 4:00 p.m. Holiday Inn, **Billings, June 2.** Cost $45.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER
JUNE AND JULY CLASSES

June 1	2 Managing Stress Secretarial Excell (Billings) Fire Me and I'll Sue	3	4 Mediation for Mngr II	5
8	9 EEO Issues in the 90s (Billings)	10 Doc. Disciplinary Action Mediation for Mngr III	11 Managing Stress	12
15	16	17 Effective Presentations	18	19
22	23 Everyday Negotiating Skills	24	25	26
29	30 Managing Conflict			

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		July 1	2	3 Independence Day
6	7	8 Perform. Apprsls	9 New Empl. Orient	10
13	14 Appr. Supervn (Msla)	15	16	17 Man. Conflict (Msla)
20	21 Privacy & the Right To Know	22 Male/Female Comm. Requests for Proposals	23 Contemporary Writing	24
27	28	29	30	31

Professional Development Center

REGISTRATION FORM

SEMINAR

SEMINAR TITLE: _____

SEMINAR CODE NUMBER: _____ SEMINAR DATES: _____

REGISTRATION

NAME: _____ S. S. #: _____

ORGANIZATION: _____

ADDRESS: _____

CITY/STATE: _____ ZIP: _____

WORK TELEPHONE: _____

CENTER USE ONLY

AUTHORIZED BY:

_____
billing authority - person's name

_____
agency agency SBAS code (optional)

_____
street address or P.O. Box

_____
city state zip code

_____
signature of agency/company billing authority

If you are unable to complete the above billing information, please remit payment with this form. Make checks payable to **State of Montana.**

PROFESSIONAL DEVELOPMENT CENTER
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION
SUITE 130, MITCHELL BUILDING
HELENA, MONTANA 59620

Montana Personnel Perspectives is published bi-monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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Department of Administration
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Helena, Montana 59620

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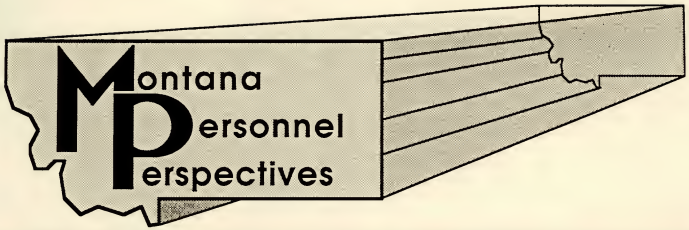
Montana Personnel Perspectives



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ROUTE TO:

_____ _____
_____ _____
_____ _____
_____ _____

RETURN TO:

SPECIAL SESSION REPORT

Several bills were introduced during the July 1992 Special Session of the Montana Legislature (July 6-18) which addressed personnel functions. While the State Personnel Division tracked 7 bills, only one passed--amendments to House Bill No. 2, commonly known as the "Budget Bill."

The revisions changed the Act to reduce funding authority from the state's general fund for the 1993 biennium. The legislature also removed the restrictions on the use of funds appropriated for personal services to allow flexible management responsibility while adjusting department spending authority. Departments are directed to reduce their personal services budget requests by 5% for the 1995 biennium.

Other bills monitored by the division were:

* **HB5** - This bill sought to eliminate the positions of deputy director and division assistant administrator from state government.
* **HB25** - This bill sought to temporarily prohibit state employee travel not absolutely necessary to the operation of the agency (until Dec. 1, 1992).
* **HB30** - This bill sought to abolish state compensation during military training leave of absence of government employees.
* **HB56** - This bill sought to eliminate various bureaus, programs, positions and functions within the Department of Administration State Personnel Division.
* **SB3** - This bill sought to close all nonessential state government offices for 1 day a week and limit the hours state employees may work in a week.

* **SB6** - This bill sought to provide a financial incentive to managers who did not fill vacant positions.
* **SB7** - This bill sought to require vacancies in state agencies to remain open until 400 positions were reduced and to require reduction in state agency central office administrative personnel.

If you have questions about any of these bills, or would like a copy of HB2, call the Legislative Council at 444-3064.

EMPLOYEE RECOGNITION IN STATE GOVERNMENT

For the past three years, Montana state government has drawn attention to the year-long efforts of employees and their many different skills and job duties on State Employee Recognition Day in the spring. At a ceremony on State Employee Recognition Day, one or two employees from each department are rewarded with the Governor's Award for Excellence in Performance for outstanding performance or achievements.

Across state government, departments have developed individual programs to recognize and thank employees for extra efforts, outstanding achievements and exemplary performance. In the course of an employee's regular job duties, there may be times outside of the more formal employee recognition programs when a supervisor wants to say "thank you" for a job well done. The following list provides examples of ways for managers to recognize employee efforts. With a few minor changes, the list is excerpted from a presentation by Terrie Santamaria, reported in the "*Bottom Line Communicator.*"

. . . Ways to Reward Employees

1. Rotating a "flag" or other symbol of excellence from deserving unit to deserving unit on a quarterly basis.
2. Providing a free lunch for employees caught in the act of victory by an appointed group of company-wide "catchers."
3. Bringing in coffee and donuts (or fruit, crackers and cheese) after a unit-wide effort.
4. Electing an employee who is a high achiever to a quality circle or to a task force.
5. Issuing a "You Were Mentioned" certificate to employees whenever you hear anything nice about them, whether from a customer, co-worker or superior.
6. Listening to an employee who has an idea for improving efficiency and then acting affirmatively on that suggestion.
7. With the employee's permission, posting a letter from a customer praising an employee on a central bulletin board.
8. Public recognition in front of peers, at a staff meeting, for example.

For information about Montana State's Employee Recognition program, call Liz Hayden at 444-3789.

HOLIDAYS

Labor Day
Monday, September 7

Columbus Day
Monday, October 12

2,000 EMPLOYEES ATTEND STATE EMPLOYEE BENEFITS PRESENTATIONS

During June and July, the employee benefits bureau conducted 125 presentations in Helena and 21 other locations across the State to inform employees about the benefit changes and new benefit options available during the annual change period.

Employees also called the information numbers to clarify questions on the new benefits. The flexible benefits staff at Blue Cross and Blue Shield and the bureau staff received hundreds of calls. The new Patient Assistance Line (PAL) is also experiencing a brisk rate of calls from state employees.

The annual period for making benefit changes for members on the Premium Payment Plan ended July 24. However, the information numbers in the information packets distributed to all plan members in June and at the information sessions continue to be in effect. Members who have any unanswered questions are encouraged to call.

Employees may call and request the following materials:

* a summary of the tabulated results of the Benefits Survey conducted in December of 1991, and
* an order form for a copy of the medical reference book entitled *Take Care of Yourself.* This is the most widely used medical reference book in the U.S. and is available to State Plan members for $8.00. It normally retails for $16.95.

The numbers to call are:

Customer/Claims Service and and Flexible Spending (BC/BS)
1-800-423-0805 or
444-8315 (Helena)

Certification Review and Case Management (BC/BS)
1-800-635-5271 or
444-8550 (Helena)

Patient Assistance Line (PAL) (BC/BS)
1-800-982-2795

State Employee Benefits Office (for session materials)
444-3871

For additional information on employee benefits and plan changes going into effect September 1, call Joyce Brown at 444-3871.

DID YOU KNOW?

QUESTION:

Mike, a new worker in the Department of Processing, does not want to be a union member, and he questions the "representation fee" required of non-members. Before Mike signs the payroll authorization form, he wants to know how the money will be spent.

ANSWER:

"Representation fee" is the product of an "agency shop" collective bargaining agreement. Employees whose jobs are covered under an agency shop agreement are not required to join the union but they still must pay the union a fee for representation. Unions can only use these fees for purposes germane to collective bargaining. If Mike has reason to believe the union is using the fee for improper purposes, he has the right to object to the amount charged, but he should not simply refuse to pay the fee.

If Mike files an objection with his union, the union must provide him with:

1) an adequate explanation of the basis for the agency fee;
2) a reasonably prompt opportunity to challenge the amount of the fee before an impartial decision-maker (arbitrator); and
3) an escrow for the amounts reasonably in dispute while the challenge is pending.

Mike should be aware, however, that until he files objections, the union is not required to provide him with the three safeguards mentioned above. He should also be aware that his failure to pay the agency fee could lead to his termination.

For additional information, call the Labor Relations Bureau, State Personnel Division, at 444-3871.

ANNUAL COMPENSATION CONFERENCE

The Labor Relations Bureau will host the Central States Compensation Conference in Helena on September 13-15. Compensation specialists from 13 mid-west states, including Idaho, will meet at the Colonial Inn.

The conference agenda includes presentations on "Conducting a Compensation/Benefit Survey," "Managing in the Public Sector during a Budget Crisis," the Fair Labor Standards Act and a review of the Missouri State Merit Systems. A highlight of the conference is a report on the findings of the 1992 Central States Compensation and Benefits Survey.

To add a little Montana flavor to the event, participants will be treated to a special dinner at Frontier Town on Sunday evening and a Gates of the Mountain boat trip complete with an Outdoor Steak Fry on Monday evening.

The registration fee is $85 for each participant. For more information or registration forms, call Larry Tobiason at 444-3813.

1992 MONTANA SALARY SURVEY

Seven hundred and twenty-two public and private sector employers in Montana are currently being surveyed by the Labor Relations Bureau. The survey includes 86 job descriptions selectively chosen to assure the maximum number of "job matches" with state occupations.

The survey is designed to determine the market-based compensation necessary to attract and retain competent and qualified employees for state government. Data from the survey will also be presented to state policy-makers and lawmakers to aid them in making compensation decisions for state employees.

Results of the survey will be published later this year.

If you have questions about the survey, call Larry Tobiason at 444-3813.

PREVENTING HEAT STRESS

Excess heat can place abnormal stress on your body. When your body temperature rises even a few degrees above normal, you can experience muscle cramps, become weak, disoriented, and dangerously ill unless you can help your body to cool down. Heat stroke is very serious, and can lead to a complete breakdown suddenly and without warning. If your body temperature rises above 105 degrees F, your condition can be fatal. People who work in hot environments -- foundries, kitchens, laundries, and the like -- must take special care against heat stress. The following guidelines can help you keep your cool in the heat and avoid the dangerous consequences of heat stress.

Adapt to the Heat

The National Institute for Occupational Safety and Health suggests that all workers exposed to extreme heat gradually get used to their environment over a one-week period. This means that on your first day in a hot environment, you may only be able to do half the work that a fully-adapted worker would do. Each day, your workload can be increased slightly until you are able to operate at "full steam."

Drink Water Frequently

Sweating is one of the ways your body cools itself down. Sweating results in water loss, and the only way to replace the loss (and help your body continue to cool itself) is to drink water frequently. Ideally, you should drink at least 8 ounces of water every 20-30 minutes while working in hot environments. Alcohol makes it harder for your body to keep cool, so avoid alcohol when you do hard work in hot weather.

Keep Cool

Become familiar with first aid techniques for heat stress. If you or someone you know suffers from heat exhaustion, cramps, or other signs of heat stress, get medical attention immediately. Wear hats and sunglasses when you are outside. The elderly and the very young are especially sensitive to heat stroke. Remember -- heat stress is dangerous, but it's also preventable.

Symptoms of Heat Stroke

When the body overheats, it can go into crisis. Usually we sweat when we're hot, but when someone has heat stroke, there is no sweat, and the skin is very dry and hot. Other symptoms include strong, fast pulse, very high temperature, and confused, strange, or angry behavior. The person may feel chilled, nauseated, or dizzy, and soon becomes unconscious.

What to Do For Heat Stroke

- Contact an ambulance right away.
- Maintain the victim's breathing.
- Cool the victim in a bath or with fans or cold packs.
- Keep the victim lying down, with feet raised.

Printed with permission from Saint Vincent Hospital and Health Care, *Healthful Tips*.

CLASSIFICATION REVIEW UPDATE

The Classification Bureau plans to complete the implementation of the Benchmark Factoring Method (BFM) of job classification by early summer of 1993. Tentative work plans and implementation strategies will be sent to agency personnel officers for their review late this summer.

After the "spring house keeping" reported in the last issue of *Perspectives*, several reviews were started and published. The completed and published reviews are listed below.

Reviews Published Since May

1. Agricultural Specialist
2. Disability Claims Examiner
3. Montana Promotion Officer
4. Probation and Parole
5. Personnel series
6. Graphic Designers
7. Payroll
8. Cashiers

Several class reviews are in progress and may be published by the end of July. These reviews are also listed below.

Reviews Nearing Completion

1. Occupational Injury and Disease
2. Engineers
3. Collections
4. Substance Abuse Counselors
5. Safety and Health Specialists
6. Employment Services
7. Duplicating Machine Operators
8. Business Development

Reviews Scheduled for the Third Quarter

(subject to change based on agency requests)

1. Laundry
2. Maintenance Workers

3. Custodial
4. Clerical
5. Laboratory
6. Environmental
7. Resource Specialists
8. Publicity and Technical Writers

For information about the Classification Review, call Jim Stiffler at 444-3854.

SEXUAL HARASSMENT BOOKLET REVIEW

The Interdepartmental Coordinating Committee for Women (ICCW), in an effort to assist the state Equal Employment Opportunity office, is developing a multi-purpose booklet about sexual harassment for state government employees. The booklet is designed to serve as a handy reference for employees. It will contain general information, definitions and examples of sexual harassment, as well as a how-to section for reporting perceived harassment that will explain state procedures. The booklet will also include information on creating a non-harassing environment -- how to reduce sexual harassment before it becomes a problem in your work place.

ICCW is looking for volunteers to review the draft booklet before it is printed. If you would like to participate in the review or if you have ideas that should be included in this booklet, contact Margaret Morgan, ICCW EEO sub-committee, at 444-3111.

Life is a team sport.
Sometimes you give,
and sometimes you get.

PERSONNEL POLICY UPDATES SENT TO AGENCIES

Personnel officers received updates for the Montana Operations Manual, Vol. III in early July, including Employee Record Keeping (3-0110), Sick Leave Fund (3-0311), Holidays (3-0325) and a revised Table of Contents.

The revised Employee Record Keeping policy was effective June 12. The policy provides agencies with 90 days from that date to adopt a department record keeping policy. Agencies received a model record keeping policy which may be duplicated or used as a guideline for developing a department policy.

The Sick Leave Fund policy is amended to provide that the Employee Group Benefits Advisory Council will review and make recommendations regarding the operation of the sick leave fund. In the past, the Sick Leave Advisory Council has been charged with that responsibility. During the last regular legislative session the Sick Leave Advisory Council was eliminated and its duties reassigned.

The Holiday policy is revised to include Martin Luther King Jr. Day on the third Monday in January. In addition to establishing that new holiday, the 1991 Legislature removed Heritage Day from the list of legal state holidays.

If you have questions about these policy changes, call Liz Hayden at 444-3789, mornings or Constance Enzweiler at 444-3794.

ANNUAL EEO CONFERENCE SCHEDULED

The 12th annual Equal Employment Opportunity Conference, "Our Changing Environment," is scheduled for September 30 and October 1 at the Park Plaza in Helena. The conference will highlight American Indian employment concerns and will include an **Indian Cultural Awareness** session. The conference is open to both the public and private sectors.

Other topics will include: problems in female/male communications; an update on the **Americans with Disabilities Act**, including how to write job descriptions; current legal issues, including an update on the Civil Rights Act of 1991.

If you have any question or would like more information, please contact Linda Davis at 444-3796.

If you would like to register for the conference contact Marilyn Benjamin at 444-3983.

DISABILITIES AWARENESS ACTIVITIES

The Americans with Disabilities Act was signed in July a year ago, and several activities were held in Helena to honor the first anniversary of the event.

The Montana Independent Living Project sponsored a Commemorative Celebration at the Fairgrounds on Sunday, July 26. The public was invited. June Hermanson delivered the keynote address. The Project also set up the EIEIO simulated-barrier exhibit for participants.

Channel 12 developed a 3-part news series on ADA to air on July 27-29. The series contains both an overview of the Act, and information about the Helena area response.

Jim Edgcomb presented a special training workshop for state employees on Tuesday, July 21. The workshop, called Windmills, included both disabilities awareness and ADA information.

A goal-ball tournament (aka beep-ball) was played behind the Capitol on Wednesday, July 22 (see article "Play Ball!").

More activities are planned during the month of October, which is Americans with Disabilities Employment Awareness Month. Both the President's and the Governor's Committee on Employment of People with Disabilities will distribute information about ADA.

If you have an interest in ADA awareness activities in October, call Jim Edgcomb at 444-3886.

NEW EEO/ADA POSTERS AVAILABLE

The State Personnel Division has obtained 1000 copies of the new Equal Employment Opportunities (EEO) poster created by the Equal Employment Opportunities Commission (EEOC) for use by state agencies. The poster incorporates the Americans With Disabilities Act (ADA) requirements. Both the EEO and ADA information is required to be posted in the work place.

Because the posters are approximately 18 x 27 inches, they cannot be mailed. Agencies can arrange to pick up posters by calling either Jim Edgcomb or Linda Davis, at 444-3871.

PLAY BALL!

Two teams, representing the Departments of Administration and Labor and Industry, played in a goal-ball tournament (aka beep-ball) behind the Capitol at noon on Wednesday, July 22. The game was one of the activities commemorating the signing of the Americans with Disabilities Act last year.

The playing field was laid out using a long garden hose and resembled a small volleyball court. Each team used 8 blindfolded players to score by rolling a large ball with a bell in the middle through their opponents' small playing field to the goal. Crossing the line to the other team's side was not permitted. Each team was allowed a "sighted" individual as coach for both offense and defense. The coach shouted instructions to the teams as the ball moved around the playing field.

Three 12-minute games were played. The Department of Administration's team easily won the first two games, but the Department of Labor and Industry's team came back to overwhelm them in the third game. Staff from SRS took note of the high quality of the teams and is considering developing their own team to improve the character of the game in the next tournament.

A tournament has been proposed for October, which is the Americans with Disabilities Employment Awareness Month. If you are interested in participating in the tournament, call Jim Edgcomb at 444-3886.

DO YOU PROVIDE REASONABLE ACCOMMODATIONS FOR PEOPLE WITH DISABILITIES?

Title I of the Americans With Disabilities Act (ADA) became effective for state government on January 26, 1992. Title I is designed to remove barriers which prevent qualified individuals with disabilities from enjoying the same employment opportunities that are available to persons without disabilities. It says:

> *An employer may not discriminate against a qualified person with a disability and is required to make **reasonable accommodation** to known physical or mental limitations of an otherwise qualified individual unless to do so would impose an **undue hardship** on the employer.*

If a person with a disability can perform the essential functions of the position, with or without reasonable accommodation, that person is considered a qualified individual. In general, an accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities. There are three categories of reasonable accommodation:

* accommodations that are required to ensure equal opportunity in the application;
* accommodations that enable the employees with disabilities to perform the essential functions of the position held or desired; and,
* accommodations that enable the employees with disabilities to enjoy equal benefits and

privileges of employment as are enjoyed by employees without disabilities.

The determination of what accommodation may be appropriate in any particular situation should only be made after both the employer and the employee identify the precise limitations imposed by the disability. Reasonable accommodations may include but are not limited to:

* making existing facilities used by employees readily accessible to and usable by individuals with disabilities;
* job restructuring;
* modifying work schedules;
* reassigning current employees to a vacant position;
* acquiring or modifying equipment or devices;
* appropriately adjusting or mod-ifying examinations, training, materials, or policies; and,
* providing qualified readers or interpreters.

An employer is not required to provide an accommodation that will impose an undue hardship on the operation of the employer's business. An undue hardship refers to any accommodation that would be unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the business. The factors that are considered in determining whether an accommodation would impose an undue hardship include:

* the nature and net cost of the accommodation, taking into consideration the availability of tax credits and deductions, and/or outside funding;
* the overall financial resources of the facility or facilities involved, the number of persons employed at such facility, and the effect of expenses and resources;
* the overall financial resources of the employer, the overall size of the business with respect to the number of its employees, and the number, type and location of its facilities;
* the type of operation of the business, including the composition, structure and functions of the workforce, and the geographic separateness and administrative or fiscal relationship of the facility or facilities in question to the covered entity; and
* the impact of the accommodation upon the operation of the facility including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.

What implications does this have for you? first, if the cost of the accommodation would impose an undue hardship, the individual with the disability requesting the accommodation should be given the option of providing the accommodation, or paying that portion of the cost which constitutes the undue hardship. Second, a reasonable accommodation need not be the accommodation preferred by the person with the disability or the best accommodation available, as long as it is effective for the purpose.

In state government, the department level will most likely be viewed as the employer. Therefore, managers should look to the entire department's resources and facilities when evaluating whether it would be an undue hardship to provide a reasonable accommodation.

Generally, state agencies can accommodate qualified employees with disabilities because of their size and diversity. In some locations, the limited staff and resources of the agency may limit the potential to make accommodations at that location.

Most state agencies operate with a diverse work force encompassing a wide range of job classifications. In addition, most operations are conducted in several different geographical locations. These two factors can provide most agencies with sufficient flexibility to employ qualified individuals with disabilities. If an agency claims undue hardship based on the composition and structure of its work force, it must clearly document that available alternatives have been explored to accommodate qualified applicants or employees with disabilities.

An employer may not refuse to provide an accommodation solely because it may have a negative impact on the morale of other employees, or because of the disruption due to employees' fears about or prejudices toward a person's disability. For example, an employer may not claim undue hardship as a reason to refuse an employee with a disability additional unpaid leave, or to have a special work schedule, simply because it may result in complaints or negative reactions from other employees. In addition, the discomfort or dislike an employee feels being near a person with a disability would not be considered undue hardship.

The State Personnel division developed a guide for agencies on reasonable accommodation which provides details on the employer's responsibilities, along with a variety of examples. The guide can be found in the last section of the Montana Operations Manual (MOM) III.

If you have specific questions about reasonable accommodation and undue hardship, call Jim Edgcomb, disability employment coordinator, at 444-3886.

(This is the second article in a series of articles dealing with the Americans with Disability Act. Also look for the article concerning the confidentiality of medical information under ADA in this issue. Look for more articles related to ADA in the September issue of the *Perspectives*.)

TEMPORARY PARKING STICKERS AVAILABLE

The City of Helena Parking Commission can assist an employee with a temporary disability that impairs her or his ability to move around freely. Employees often suffer this kind of temporary disability due to accidents, surgery or illness.

The Commission issues a temporary permit which allows an employee with a physical impairment access to handicapped parking stalls throughout the city. The permit is good for a maximum of 90 days. The employee's physician certifies eligibility by filling out and signing a form available from the Commission at the City/County Building, 319 N. Park, 447-8419. The permit costs $5 and the process is relatively quick and easy. Once the physician signs the form and the $5 is paid, the permit can be issued immediately.

Employees who require a longer-term disability permit can contact Rehabilitative/Visual Services Division, Room 307, SRS Building, 111 Sanders, 444-2590. This Division issues an eligibility form that must be filled out and certified by the physician. The completed form, along with a $1 fee, is sent to the Vehicle Registration Bureau in Deer Lodge for the sticker. These stickers expire when the permittee recovers from the physical disability.

Special license plates that indicate a disability impairing mobility are issued through the County Treasurers' Offices. These plates can be ordered in conjunction with the disability permit from the Vehicle Registration Bureau.

Departments may want to make an arrangement to allocate temporary parking stalls near their entrances if there are a number of employees with temporary stickers.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives*:

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Bev Pickett
Paula Stoll
Larry Tobiason

If you have comments or would like additional information about *Personnel Perspectives*, call Constance Enzweiler at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

AUGUST AND SEPTEMBER CLASSES

SELECTION: SCREENING AND INTERVIEWING SKILLS

This full day seminar will provide managers, supervisors, and personnel officers with a planning model and the skills necessary for selecting the best person for a job. Topics included will be Equal Employment Opportunity requirements, identifying selection procedures, developing interview questions, interviewing procedures and techniques, screening applicants, checking references, selecting the finalists, documenting your selection process. It will be held in the Lee Metcalf Building, **Helena, August 4,** from 8:30 a.m. to 4:30 p.m. Cost is $60.

EEO ISSUES IN THE 90's

Good selection places the right person in the right job. This result enhances productivity, reduces personal problems, and saves money while eliminating discrimination. This one-day course proves that it really pays to devote time and effort to knowing the EEO Laws (emphasis on Americans With Disabilities Act)

and the recruitment and selection process. The workshop will take place in **Missoula, at the Orange Street Inn, August 6, and in Helena in the Lee Metcalf Building, September 16,** from 8:30 a.m. to 4:30 p.m. The cost is $60.

MANAGING TIME

Time management is one of the greatest problems facing most of us on a day-to-day basis. This half-day session explores some selected time management techniques. It will be held from 8:30 a.m. to noon, **August 11,** in the Lee Metcalf Building, **Helena.** Cost is $45.

HANDLING EMPLOYEE GRIEVANCES AND COMPLAINTS

Your employee files a grievance because of a decision you made. How do you feel? Angry at this personal attack? Fearful it will be a black mark on your leadership record? You are not alone in these feelings. Grievances and complaints are not necessarily bad, but they can be handled badly. This full-day seminar will help identify skills and attitudes that can help you handle grievances and complaints more productively and with less stress. This course will be held in the Lee Metcalf Building, **Helena,** on **August 13,** from 8:30 a.m. to 4:30 p.m. Cost is $60.

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the ins and outs of references-both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices. This seminar will be held in **Helena** at Lee Metcalf Building, **August 13** from 8:30 a.m. to noon. Cost is $45.

WORKING WITH DIFFICULT PEOPLE

You can't handpick the people you must work with. Very often, you come across someone who seems to you, at least, difficult to deal with. This half-day workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations. It will be held in the Lee Metcalf Building, **Helena, August 18,** from 8:30 a.m. to noon. Cost is $45.

MEETINGS FOR RESULTS

Whether as members of a small task force or as managers of large agencies, we often find ourselves trying either to start a meeting, stop a meeting, or direct a meeting toward significant results. This course will help participants diagnose problems with meetings, to produce results from meetings, and to find creative alternatives to meetings. It will be held in **Helena** at the Lee Metcalf Building, **August 18** from 1:00 p.m. to 4:30 p.m. Cost is $45.

TELEPHONE PRESENCE

Every time you make or receive a telephone call at work, you represent your agency. The impression you make can be a lasting one. This half-day course will explore ways in which you can convey your personal and professional best over the phone and meet the needs of your customers. It also emphasizes the skills needed to handle those "irate citizens." It will be held in the Lee Metcalf Building, **Helena,** on **August 19,** from 8:30 a.m. to noon. Cost is $45.

APPROACHING SUPERVISION

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well. It will be held at the Lee Metcalf Building, **Helena, August 20,** from 8:30 a.m. to 4:30 p.m. Cost is $60.

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employees Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in **Kalispell at the Justice Center, August 20 & 21.** This two-day seminar, intended for anyone within five years of retirement, looks the physical, mental and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. Cost is $55.00 for those covered under the Public Employee's Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

DELEGATION

In order to be truly effective, managers and supervisors should work closely with their employees in assigning work projects. This workshop will develop or improve your skills in assigning and distributing work, with involvement by employees in the process, leading to increased responsibility among employees. It will be held in the Lee Metcalf Building, **Helena, August 26,** from 8:30 a.m. to 4:30 p.m. Cost is $60.

DOCUMENTING DISCIPLINARY ACTION

"If it isn't written down, it didn't happen." That is one of the basic principles of documenting disciplinary actions and most supervisors and managers know that. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted in the Lee Metcalf Building, **Helena,** on **August 27,** from 8:30 a.m. to noon. Cost is $45.

EFFECTIVE DISCIPLINARY ACTION

On **September 1,** the day-long seminar titled **Effective Disciplinary Action** will be conducted by John Moore of the Professional Development Center in the Lee Metcalf Building, **Helena,** beginning at 8:30 a.m. and running until 4:30 p.m. This seminar will improve supervisory skills in correcting conduct errors and applying disciplinary actions on the job. Cost is $60.00.

MEDIA RELATIONS

This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview. It will be presented in the Lee Metcalf Building, **Helena, September 9,** from 8:30 a.m. to 4:30 p.m. Cost is $65.

ETHICAL ISSUES IN PUBLIC SERVICE

Ethical Issues in Public Service will benefit government managers at all levels; however, it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center, will conduct the seminar. In the past he has developed workshops in sensitive topic areas of common and statutory law. The seminar will be held in the Lee Metcalf Building, **Helena, September 10** from 8:30 a.m. to 4:30 p.m. Cost is $60.

ALL KIDDING ASIDE: PREVENTING HARASSMENT

Harassment takes many forms both blatant and subtle. A person's sex, race, national origin, age, religion, or political view may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it. It will be held in the Lee Metcalf Building, **Helena, September 15,** from 8:30 a.m. to noon. Cost is $45.

FIRE ME AND I'LL SUE!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held on **September 16,** 8:30 a.m. to 4:30 p.m. The cost is $60.

AMERICANS WITH DISABILITIES ACT

Employment, accommodation, and accessibility for people with disabilities. These are some of the issues that will be looked at during this seminar that addresses the various aspects of the Americans With Disabilities Act. It will explore management's responsibilities under this new law with an emphasis on the requirements related to employment. It will be held in the Lee Metcalf Building, **Helena, September 23,** from 8:30 a.m. to noon. Cost is $45.

CONDUCTING PERFORMANCE APPRAISAL INTERVIEWS

This half-day seminar will cover the various aspects of preparing for and actually conducting an effective performance appraisal interview. It will be held **September 24,** Lee Metcalf Building, **Helena,** from 8:30 a.m. to noon. Cost is $45.

OTHER PDC CLASSES:

- **New Employee Orientation** - August 27, 9:00 a.m. to noon. Lee Metcalf Building, Helena. Cost is $15.
- **Effective Presentations** - Sept. 16, 17, 18. Lee Metcalf Building, Helena. Cost is $60.
- **Managing Conflict** - Sept. 30, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.

☼ **Team Building** - Sept. 30 8:30 a.m. to 4:30 p.m.. Lee Metcalf Building, Helena. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER AUGUST AND SEPTEMBER CLASSES

August 3	4 Selection Screening & Interviewing	5	6 EEO Issues in the 90s - Missoula	7
10	11 Managing Time	12	13 Hand. Grievances and Complaints Give/Get References	14
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31	September 1	2 Effective Disciplinary Action	3	4
7 Labor Day	8	9 Media Relations	10 Ethical issues in Public Service	11
14	15 All Kidding Aside: Preventing Harassment	EEO Issues 16 Fire Mel - Bligs	17 Effective Presentations	18
21	22 Managing Conflict	23 American with Disabilities Act	24 P.A. interviews Humor at Work	25
28	29	30 Team Building		

as of 7/1/92

Professional Development Center

PERSONNEL PERSPECTIVES READER SURVEY

We are updating the mailing list for the Montana *Personnel Perspectives*. Please fill in and return the survey below by September 15, 1992. Your name will be dropped from the mailing list if the survey is not returned. If you wish to add other names to the mailing list, please attach them to the survey.

Please make any address corrections to the mailing label below:

1. **Is your issue of *Perspectives* _____ posted or _____ routed to other employees?**
2. **How many people do you estimate read your issue (include yourself)?** _____
3. **Which types of information are most useful to you? (Check all that apply)**

____ Fair Labor Standards Act	____ Health Benefits
____ Personnel Policies	____ Q & A Articles
____ Classification Updates	____ EEO Updates
____ Affirmative Action Updates	____ ADA Updates
____ Employee Recognition	____ Healthbeat Articles
____ Labor Relations Report	____ PDC Calendar and Classes
____ SECC Updates	____ Task Force Reports

Other: _____

_____

5. **What additional topics would interest you?** _____

_____

6. **Would you be interested in submitting articles to *Perspectives*?** _____ yes _____ no

If yes, please list the topics: _____

_____

Return this survey by September 15, 1992, to:

Constance Enzweiler
State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, MT 59620

Montana Personnel Perspectives is published bi-monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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Montana Personnel Perspectives

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ROUTE TO:

RETURN TO:

NEW "SALARY" TEST RULE ISSUED

The U.S. Department of Labor has adopted final regulations which provide a special exception to the salary basis requirement for public sector employees to qualify as exempt from the Fair Labor Standards Act (FLSA). The new regulations are effective September 18, 1992.

The regulations allow public employers to make deductions for absences of less than a day from the pay of exempt employees if required by "a pay system established by statute, ordinance, or regulation or by a policy or practice established pursuant to principles of public accountability" without the employees losing their exempt status.

Pay may be reduced or employees may be placed on leave without pay because of absences of less than one workday for the following reasons: when employees do not use leave because permission for its use has not been sought or has been sought and denied; accrued leave has been exhausted; or the employee chooses to use leave without pay.

While the USDOL has adopted the new regulation, it has withdrawn an interim regulation issued in September 1991 which was designed to provide some reliev for public employers on the salary basis test. That regulation was withdrawn in part because it would have provided retroactive relief to employers which was found to constitute invalid rule making.

In related action a federal court in Nevada has ruled that a regulation similar to the one now adopted by the USDOL violates the law itself.

There is speculation that USDOL has in effect deferred resolution of salary test issues to Congress. The State Personnel Division has corresponded with Montana's Congressional delegation regarding the disruption and potential liability the current administration of the FLSA leaves employers. Senators Max Baucus and Conrad Burns and Representatives Pat Williams and Ron Marlenee have responded that they recognize these issues as major potential problems for Montana government. Bills have been introduced in both the U.S. Senate and House to amend the FLSA itself; however, it appears unlikely that action on the bills will be taken before Congress adjourns this year.

Department personnel officers have received a copy of the new salary test regulation and the accompanying summary of comments on the rule.

If you have questions, call your agency personnel officer or Gale Kuglin, 444-3894.

SIGN UP NOW TO PLAY BALL AGAIN!

One of the highlighted activities for the Disability Employment Month in October is the Goal Ball Tournament (aka beep ball) on October 14 and 15. This single elimination tournament will be held during the lunch hour, with the championship game on the second day.

Goal Ball is a game that introduces sighted people to some of the limitations encountered by people with visual impairments -- while everyone has a lot of fun. Each team has eight blindfolded players and a sighted coach. The ball is about the size of a basketball with bells inside. The game is played on the grass in an area similar to that of a volleyball court without the net. The ball is rolled on the ground to get it past the opponents on the other side of the court. Referees watch to make sure that nobody peeks. Games are short -- less than half an hour to complete -- including instructions and time outs.

Only eight teams will be scheduled to play in the tournament. The first eight agencies to sign up by October 8 will play. Team coaches will be provided with rules and more information about the game prior to playing.

Goal Ball is fun for both participants and observers. In July, a team from the Department of Administration trounced a team from the Department of Labor for two out of three games to win the championship. The enthusiasm generated by the games prompted the scheduling of this tournament.

To reserve a spot for your agency's team in this fun and exciting tournament, call Jim Edgcomb, at 444-3886, by October 8.

OCTOBER IS DISABILITY EMPLOYMENT AWARENESS MONTH

Disability Employment Awareness Month will be celebrated across the country throughout the month of October. The theme for activities this year is "Working Together For Change." The Governor's Committee on Employment of People with Disabilities (GCEPD), encourages state agencies to promote the employment of people with disabilities and to honor employees who have disabilities or who hire persons with disabilities.

Some activities that an agency can sponsor include:

- honoring employees with disabilities;
- honoring a supervisor or hiring authority within the agency who consistently looks at an applicant's abilities and not their disabilities; and
- announcing the month and its purpose in the agency newsletter.

There are many activities that will help managers, supervisors and employees become more aware of the employment and accessibility barriers confronting people with disabilities. Last year, agency directors, managers and employees experienced the realities of physical barriers first

hand by spending an hour or a day in a wheelchair. Others adopted different disabilities. Several agencies participated by meeting with their employees with disabilities to learn about the barriers they encounter in the workplace. Employees throughout state government learned more about attitudinal barriers by participating in Windmills/ADA awareness training.

One of the highlights of this month's activities will be a Goal Ball tournament on October 14 and 15 (see related article, "Play Ball Again!").

If you have questions about activities that you might pursue, call Jim Edgcomb, State Personnel Division, at 444-3886.

OCTOBER 6 KICK-OFF FOR SECC

The 1992 State Employees' Combined Campaign (SECC) will kick off at the capitol rotunda on Tuesday, October 6, from 11:30 a.m. to 1:00 p.m. The event is open to all state employees during their lunch break.

Governor Stan Stephens will speak at 12:30 p.m. and will make the first contribution to the campaign. Free ice cream and coke will be served by department directors and jazz bands from the two high schools will provide entertainment.

The kick-off is held each year to thank all of the state employees who contribute to SECC and to allow employees to learn more about the campaign. The campaign is the only charitable fund-raising campaign of the year conducted at the work place for all state employees. Each of the participating federations will be present to provide information about their organizations and to answer questions.

The campaign runs until November 13. Information about the campaign, along with a contribution form, will be sent to employees during the week of October 6. Each is requested to indicate whether or not she or he wishes to make a contribution, then return the form to agency solicitors. Weekly progress reports will be sent to agency coordinators.

If you have any comments or questions about the SECC, call Jim Edgcomb, State Personnel Division, at 444-3886.

HOLIDAYS

Columbus Day
Monday, Oct. 12

General Election Day
Tuesday, Nov. 3

Veteran's Day
Wednesday, Nov. 11

Thanksgiving Day
Thursday, Nov. 26

STATE PERSONNEL LAUNCHES RESEARCH PROJECT

The State Personnel Division is reviewing its organization, programs, and service delivery. As part of the project the division is trying out a qualitative research method, called focus groups, to find out what its customers think and feel about state personnel services.

In August, the division trained volunteer moderators to run the focus groups. Fifteen were from outside the division.

The division scheduled 10 focus groups, each lasting one and a half hours, during September with personnel representatives, managers, union representatives, and personnel division staff. These first sessions were very informative and the division is scheduling an additional six groups for the week of October 5-9.

If you have any questions about the project or would like to participate in a focus group, call Ken McElroy at 444-3982.

FLEXIBLE SPENDING ACCOUNTS INCREASE SPENDABLE INCOME

The State Employee Group Benefits Plan set up 951 *Flexible Spending Accounts*, totalling $843,880, for state employees on September 1. **On average,** this

will result in an estimated total annual tax savings of over $337,000 to participants.

These accounts allow employees to save money each month for medical expenses and/or dependent day care expenses. The money is deducted through payroll from gross pay **before taxes.** This benefits the employee in two ways: 1) the amount of state and federal taxes paid is reduced; and 2) money is "set aside" for known expenses.

The reduction in tax payments may be significant depending upon the amount placed into the account, the employee's withholding allowance and the employee's tax bracket.

The example below illustrates the savings in tax dollars and subsequent increase in spendable income experienced by an employee who:

1) has an annual salary of $28,750,
2) has no withholding allowances,
3) files tax returns as "single" and
4) has elected to place the State Plan allowed maximum of $2,000 in a medical Flexible Spending Account.

Employees can only enroll in FSAs as a new hire or once a year during the Annual Change Period in June and July.

Employees who did not establish FSAs for this Benefit Year may want to look into the tax savings available to them and enroll next year.

If you have questions concerning Flexible Spending Accounts, please refer to the brochure which was distributed with your Annual Benefits Statement or contact the Employee Benefits Bureau at 444-3871.

EXAMPLE

	BEFORE FSA	AFTER FSA	SAVINGS
Gross Salary	$28,750	$28,750	
Less: Flexible Spending Account	$ 0	$ 2,000	
Adjusted Gross Pay	$28,750	$26,750	
Less: Federal Taxes	$ 8,050	$ 7,490	$ 560
Social Security Taxes	$ 2,199	$ 2,046	$ 153
State Taxes	$ 1,480	$ 1,350	$ 130
Net Income	$17,021	$15,864	
Plus: Flexible Spending Account	$ 0	$ 2,000	___
Total Spendable Income	**$17,021**	**$17,864**	
Total Tax Savings = Increase in Total Spendable Income			**$ 843**

* The figures above are rounded and are based on a federal tax rate of 28%, social security tax of 7.65%, *approximate* state tax rate of 6.5% and do not contain adjustments for retirement contributions. Individual circumstances will result in tax savings unique to the individual.

SRS HONORS EMPLOYEE OF THE QUARTER

(Note: This column periodically highlights employee recognition programs in departments and work units in state government. If you are aware of a department's effort to honor employee performance or achievements and would like information included in this column, call Liz Hayden at 444-3789.)

Each quarter, the Department of Social and Rehabilitation Services presents an award to an employee for outstanding contributions toward the accomplishment of SRS's mission. Guidelines for nominations, which may be submitted by any SRS employee, include: performance above usual requirements, exceptional performance under pressure, improved performance, outstanding leadership or supervision, excelling at technical skills, and contributing outstanding ideas that help accomplish goals or save money.

All SRS employees are eligible for the quarterly award and The Committee for a Better Workplace selects the award winner.

The Employee of the Quarter is temporarily provided with a designated parking space located next to the building and a name plate that is placed on the parking space sign. The employee's photo is displayed in a glass case in the building and a poster announcing the award winner hangs throughout the SRS building. Information about the employee's accomplishments is submitted to the local newspaper.

Each Employee of the Quarter is eligible for the SRS Employee of the Year award.

The SRS employee recognition program not only provides the means to recognize and honor outstanding efforts, it publicizes the variety of ways that public service impacts the people of Montana.

For additional information about SRS's program, call Linda Dixon, personnel officer, at 444-3136.

CLASSIFICATION REVIEW UPDATE

The Classification Bureau is planning to complete the implementation of BFM for all classified positions by early summer of 1993. A tentative work plan and implementation strategy has been prepared and will be sent to agency personnel officers for their review in the near future.

A list of the new reviews published and implemented under the Benchmark Factoring Method (BFM) of job classification follows:

1. Architectural
2. Benefits Examiner
3. Business Development
4. Collections
5. Substance Abuse Counselor
6. Employment Services
7. Maintenance Worker
8. Occupational Safety and Health
9. Reprographics
10. Pilots

Several class reviews are in progress and will be published as soon as the finishing touches are applied. These reviews are listed below:

1. Weights and Measures
2. Engineers
3. Clerical
4. Environmental
5. Publicity Specialist, Information Officers and Technical Writers
6. Budget Analyst
7. Purchasing

The next scheduled reviews (subject to change based on agency requests) are:

1. Laundry
2. Fish & Wildlife
3. Information Services
4. Water Resources
5. Counselors/Social Workers
6. Food Service
7. Attorney
8. Home Attendant

If you have any questions about the classification review schedule or the benchmark factoring method, call Jim Stiffler, 444-3854.

CIGARETTES, CAFFEINE AND SUGAR

They Increase Your Stress

Cigarettes, caffeine and sugar all increase your stress levels. Yet these substances are

so much a part of our lives, we re often unaware of their effects. When you learn how each of these substances can affect stress, you may find that it's time to take a healthy step and kick the habit.

Cigarettes Stimulate You

When you smoke, you feel stimulated, as your heart rate, blood pressure and hormone levels increase. Your body needs more of certain vitamins and minerals to cope with this stimulation, which is a form of stress. Cigarettes are expensive, highly addictive, and cause major and minor illnesses. The costs of cigarettes (up to $700 per year, plus extra medical, dental and cleaning costs) can add to your problems. Trying to quit s difficult for most people. All these factors add up to physical and emotional stress.

Caffeine Speeds You Up

Caffeine is also a physical stressor. It speeds you up for as long as 20 hours. Its effects are different in different people. For example, for some people it causes headaches, and for others, it relieves them. Caffeine can cause symptoms such as sleeplessness, upset stomach, increased blood pressure, and in women, breast lumps. Many people become "hooked" on caffeine in coffee, nocolate, and soft drinks. Withdrawal can include severe headaches, nervousness, grouchiness, and rapid heartbeat.

Sugar Gets You Nowhere

For most people, any kind of sugar (white, brown, honey or fructose) gives a quick boost of energy, followed by a quick drop in blood sugar. This drop can make you feel depressed or tired. Many sugary foods contain little food value. Yet eating them leaves you less hungry for nutritious food. Then your body lacks important vitamins and minerals. sugary foods such as desserts, candy and soda pop can contribute to weight control problems. When you gain weight and don't want to, you can feel depressed, anxious or unhappy, adding to your stress level.

Take A Healthy Step

Cigarettes, caffeine and sugar increase your physical and emotional stress levels. The combination of any of these substances can make you feel unstable. If you decide to take the healthy step of quitting smoking or reducing your intake of caffeine and sugar, you'll probably discover that you can manage stress more easily and feel better all around.

Printed with permission from Saint Vincent Hospital and Health Care, *Healthful Tips*.

NEW RULES ABOUT THE USE OF MEDICAL INFORMATION IN THE WORKPLACE

The Americans with Disabilities Act (ADA) prohibits the use of information obtained from a medical examination or inquiry by an employer to discriminate against an employee in any employment practice.

Information obtained through medical examinations or inquiries of applicants and employees must now be collected and maintained on separate forms, in separate files and treated as confidential medical records. These requirements apply to all employees and not just those identified as having a disability.

The employer must also take steps to guarantee the security of the employee's medical information, by:

1) keeping the information in a medical file in a separate, locked cabinet, apart from the location of personnel files; and
2) designating a specific person or persons to have access to the medical file.

These confidential medical records may be shared with:

1) **Supervisors and managers** -- if necessary to identify restrictions on the employee's work or duties and necessary accommodations;

2) **First aid and safety personnel** -- if the disability may require emergency treatment, or if any specific procedures are needed in the case of fire or other evacuation;

3) **Government officials investigating compliance** with the ADA and other federal and state laws prohibiting discrimination on the basis of disability -- to the extent that the information requested is relevant to compliance.

4) **Insurance companies** -- where the company requires a medical examination to provide health or life insurance for employees. The information may be used for insurance purposes, but not to limit eligibility for health insurance.

5) **State workers' compensation offices or "second injury" funds** -- as long as the state workers' compensation laws are not in conflict with ADA.

Two other types of confidential medical records that were specifically identified include:

1) information obtained through voluntary "wellness" and health screening programs, and

2) the results of a permissible drug test that reveals information about the subject's medical condition beyond current illegal use of drugs. For instance, if a permissible drug test reveals the presence of a controlled substance that has been lawfully prescribed for a particular medical condition, the fact that this medication is being taken is confidential.

The ADA technical assistance center suggests other documents that could be used to identify a person with a disability or provide more information about a person's disability to include in this confidential file. These include:

1) All information regarding present or past health insurance claims.

2) All information pertaining to reasonable accommodation because of an individual's disability.

3) Information pertaining to medical leaves of absence and disability leaves of absence. *NOTE*: The fact that a medical or disability leave of absence was granted and its duration may be maintained in the employee's personnel file. But the health condition reasons and all other related medical/health information must be maintained in a separate medical file. Information pertaining to casual or short-term sickness absence may also be maintained in an employee's personnel file.

The State Personnel Division recommends that you evaluate all personnel documents to determine:

1) if they contain information that would identify a person with a disability or information about a disability; and

2) whether they are job/performance related and belong in a "working" personnel file that would be readily available to an employee's supervisors, as compared to a confidential medical file.

If you have additional questions about the confidentiality of employee medical information, call Jim Edgcomb, disability employment coordinator, at 444-3886.

PROFESSIONAL DEVELOPMENT CENTER

OCTOBER, NOVEMBER, AND DECEMBER CLASSES

APPROACHING SUPERVISION

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well. It will be held in **Billings** at the **Holiday Inn, October 6**, from 8:30 a.m. to 4:30 p.m. and in **Helena** at the Lee Metcalf Building, **November 4**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

HOW BOSSES CAN GET THE BETTER OF BURNOUT

Stress and burnout cost employers billions of dollars each year in health claims, turnover, absenteeism, accidents, etc. They have proven to be the number two health risk for Montana state employees. This course is designed for supervisors and policymakers and looks at ways to recognize burnout and stress and ways to prevent or eliminate these two "killers." The seminar will be held from 8:30 a.m. to noon, **October 6 in Helena**, in the Lee Metcalf Building. Cost is $45.

COPING WITH THE ANGRY PUBLIC

If you face the public, you often face citizens with complaints. And some of these people are angry -- angry enough to say things that make you angry, too. This two-hour workshop focuses on dealing successfully with the angry public by focusing first on what we want to accomplish during this exchange of information. We will also enhance those communication skills that will help us meet our goals and cope with both the public's anger and our own. It will be held in **Hamilton, October 13**, at the Town House Inn from 1:30 p.m. to 3:30 p.m. Cost is $30.

TECHNICAL WRITING

This seminar will be held from 8:30 a.m. to 4:30 p.m., **October 14**, in **Helena** at the Lee Metcalf Building. It will benefit anyone who is faced with the problem of providing written technical information in a non-technical format. The instructor for this popular seminar is Thomas Livers, assistant bureau chief, Energy Division, DNRC. Cost is $60.

CONTEMPORARY WRITING SKILLS

This ever-popular seminar presented by John Moore, is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, style and format in contemporary use. It will be held in the Lee Metcalf Building, **Helena, October 19**, from 1:00 p.m. to 4:30 p.m., and continue on **October 20**, from 8:30 a.m. to noon. Cost is $60.

THE "RELATING" PART OF PUBLIC RELATIONS

Most of us deal with the public on a day-to-day basis. Even government employees are in a service industry and face the public every day. The "public" includes other employees, other agencies, clients, customers, and taxpayers. This half-day course will provide public-contact employees with the skills needed to take efficient, timely action to meet the public's needs. It will be held in the Lee Metcalf Building, **Helena, October 28**, from 8:30 a.m. to noon. Cost is $45.

WELLNESS SERIES

The Professional Development Center and the state Healthbeat Program are co-sponsoring 13 Wellness seminars for a low price of $10 per state employee. Topics include:

Reducing Injuries in the Workplace
Helena, October 27, 1992

Breaking Diet-Binge Cycle
Helena, November 12, 1992

The New Nutrition
Missoula, November 18, 1992

Seducing Yourself to Exercise
Helena, January 5, 1993

Fit for Life
Missoula, January 13, 1993

Victory Over Inactivity
Great Falls, February 2, 1993

Being a Wise Health Care Consumer
Helena, February 4, 1993 and Billings, May 18, 1993

Healthy Balance
Great Falls, March 2, 1993; Billings, April 13, 1993; and Helena, June 2, 1993

Nutrition for the Health of It
Helena, March 25, 1993

Reducing Your Cancer Risk
Helena, May 13, 1993

PURCHASING FOR STATE AGENCIES

This day-long seminar, taught by Gary Willems of the Purchasing Division, covers the rules and regulations as well as the principles of purchasing for state agencies, and is intended for all purchasing agents. It will be presented in the Lee Metcalf Building on **November 10**, at a cost of $60.

SELECTION: SCREENING AND INTERVIEWING SKILLS

This full day seminar will provide managers, supervisors, and personnel officers with a planning model and the skills necessary for selecting the best person for a job. Topics included will be Equal Employment Opportunity requirements, identifying selection procedures, developing interview questions, interviewing procedures and techniques, screening applicants, checking references, selecting the finalist, documenting your selection process. It will be held in **Missoula** at Orange Street Inn, **November 12**, from 8:30 a.m. to 4:30 p.m. and at the Lee Metcalf Building, **Helena, November 24**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

ETHICAL ISSUES IN PUBLIC SERVICE

Ethical Issues in Public Service will benefit government managers at all levels; however, it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center, will conduct the seminar. In the past he has developed workshops in sensitive topic areas of common and statutory law. The seminar will be held in the Lee Metcalf Building, **Helena, November 17**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

PROTECTING PATIENT AND EMPLOYEE PRIVACY

Medical personnel face special demands for protecting the privacy of patients. And medical managers face the same demands as all other employers to protect the privacy of employees. This five-hour seminar focuses on the issues of patient and employee privacy. The course features case studies and other methods to facilitate a lively discussion. This seminar will be held in **Billings, November 18**, at the Sheraton from 9:00 a.m. to 3:00 p.m. Cost is $50.

MALE/FEMALE COMMUNICATIONS

Current research tells us that men and women grow up behaving in profoundly different ways, and seeing themselves connecting to others in profoundly different ways. This indicates that the two sexes are really trying to communicate across *two different cultures*. This workshop will look at these differences in the genders and in their communication styles. It will also discuss techniques to bridge these differences so that we can understand and appreciate each other better. It will be held in the Lee Metcalf Building **Helena, December 8**, from 8:30 a.m. to noon. Cost is $45.

MANAGING INFORMATION

We live - and work - in the Information Age. In fact, 90 percent of public sector employees handle and process information as their primary duty. Yet few of us view information as the primary resource of our work, and so we make little effort to manage it.

This one-day course is directed at helping managers change that. Managing information will focus on the "local," agency level. It is not a course on computers; rather, the emphasis will be on developing information systems that promote accuracy and accessibility.

The seminar will discuss critical issues of information - its value, impact, and overload. It will examine definitions and dimensions of information and explore a planning process for managing information. It will be held in the Lee Metcalf Building, **Helena, December 8**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

ALL KIDDING ASIDE: PREVENTING HARASSMENT

Harassment takes many forms both blatant and subtle. A person's sex, race, national origin, age, religion, or political view may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it. It will be held in the Lee Metcalf Building, **December 9**, from 8:30 a.m. to noon. Cost is $45.

LAUGHING MATTERS: HUMOR IN THE WORKPLACE

"Life is too serious to be taken seriously," said Oscar Wilde. Humor is vital to good health, both physical and mental, but it's easy to lose sight of that fact. Workers in the U.S. consume 15 tons of aspirin every day. Bureaucratic life seems to put a premium on seriousness, and the result is often stressful. It is possible to be professional without being ponderous. Work can (and should) be fun. This half-day seminar will take a light-hearted look at the lighter side -- what humor is, its benefits, and how to make it work at work. It will be conducted in the Glacier Room, Lee Metcalf Building, on **December 22**, from 9:30 a.m. to noon. Cost is $45.

And Others, Too . . .

- **New Employee Orientation**. October 8 and December 3, 9:00 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $15.
- **Managing Stress II: The Sequel**. October 13, Town House Inn, **Hamilton** and November 20, Community Center, **Deer Lodge**, 8:30 a.m. to noon. Cost is $10 for state employees, $45 for the general public.
- **Pre-Retirement Planning**. November 4 and 5, Lee Metcalf Building, **Helena**. 9:00 a.m. to 4:30 p.m. Cost is $55 for employees on Public Employees Retirement System.
- **Planning and Organizing**. November 12, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, **Helena**. Cost is $60.
- **Dealing with Difficult People**. November 18, Village Red Lion, **Missoula**, 1:30 p.m. to 4:30 p.m. Cost is $45.
- **Fire Me and I'll Sue**. December 2, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $60.
- **Giving and Getting Job References**. December 3, 8:30 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $45.
- **Documenting Disciplinary Action**. December 3, 1:00 p.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $45.
- **Coping with the Angry Public**. December 9, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $60.
- **Effective Presentations**. December 16 (1:00 p.m. to 4:30 p.m.); December 17 (8:30 a.m. to 4:30 p.m.); and December 18 (i:00 a.m. to noon), Lee Metcalf Building, **Helena**. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER
OCTOBER, NOVEMBER, AND DECEMBER CLASSES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			OCTOBER 1	2
5	6 App. Super. (Bilgs)	7	8 New Empl. Orient.	9
12 *Columbus Day*	13 Stress II/Angry Public-Hamilton	14 Tech. Writing	15	16
19 Contemporary Writing	20	21	22	23
26	27 WS:Injuries In Wkpl-Helena	28 "Relating" of PR	29	30
November 2	3 *General Election Day*	4 App. Supervision Pre-retirement - Helena	5 WS:Break Binge/Get Hel	6
9	10 Purchasing St. Agencies	11 *Veteran's Day*	12 Sel. Screen & Inter (Mssla) Planning & Organizing	13
16	17 Ethical Issues (Bilgs)	18 WS:Nutrition (Mssla) Diff. People (Mssla) Pro. Pr & Empl. Privacy (Bilgs)	19	20 Stress II-D. Lodge
23	24 Sel. Screen & Interviewing	25	26 *Thanksgiving*	27
30	December 1	2 Fire Me &I'll Sue	3 New Empl. Orient Give/Get Ref. Doc. Disc. Action	4
7	8 M/F Comm. Managing Info	9 All Kidding Aside Coping w/ Angry Pub.	10	11
14	15	16 Effective Presentations	17	18
21	22 Humor at Work	23	24	25 *Christmas*
28	29	30		

Professional Development Center

Montana Personnel Perspectives is published bi-monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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Montana Personnel Perspectives

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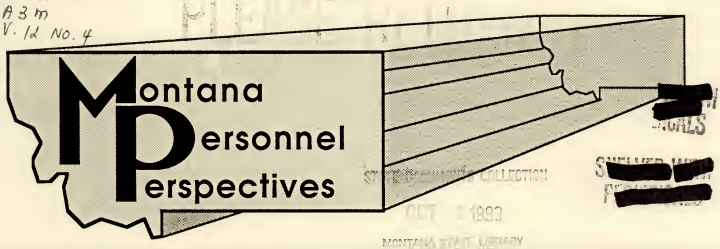

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ROUTE TO:

RETURN TO:

STATE PERSONNEL EVALUATION PROJECT

The state personnel division initiated a research project in September to help determine how well we are meeting the needs of our customers. We tried out a qualitative research method, called focus groups, to find out what our customers think and feel about state personnel services.

With the assistance of the departments' personnel officers, we scheduled 17 focus groups with over 100 participants who ranged from line staff to agency management, and from personnel division staff to union representatives.

The division's customer service task force will analyze the information collected during the focus groups in the roughly 125 pages of notes. Initial reviews of the notes suggest a substantial desire for changes in the way that some personnel services are delivered.

A summary of the findings and recommendations from the task force will be reported in the next issue of *Perspectives*.

If you have questions concerning the project, call Ken McElroy at 444-3871.

PERSONNEL POLICY AND RULE CHANGES

Policy revisions and new rules related to **parental leave and reduction in force** have been adopted. Replacement pages for the Montana Operations Manual (MOM), Volume III were sent to departments in October. Rule notices were also published in the Montana Administrative Register, Volume 20.

Parental leave, found at 2-18-606, MCA and at ARM 2.21.1001, permits state employees to take a leave of absence up to 15 working days for parental leave immediately following the birth of a child or placement of a child for adoption when the employee is the birth father or adoptive parent. Eligible employees may request to use sick leave, annual leave, compensatory time or leave without pay as parental leave.

Amendments to rules relating to reduction in force (RIF), ARM 2.21.5005 and in 3-0155, Montana Operations Manual, Vol. III, reflect recent changes to the state's pay plan rules. References to "steps" have been replaced with language describing the current market ratio pay plan.

For additional information about these rules, call the employee relations bureau at 444-3871.

WRITING JOB DESCRIPTIONS TO COMPLY WITH ADA

The Americans with Disabilties Act (ADA) prohibits employers from discriminating against a qualified individual with a disability—an individual who satisfies the requisite skill, experience, education and other job-related requirements of the position and who, with or without reasonable accommodation, can perform the **essential functions** of the position.

ADA does not require an employer to develop or maintain job descriptions, nor does it require that they be limited to a description of essential functions or that "essential functions" be identified. But those employers who want to use written job descriptions to comply with ADA should examine them to make sure they clearly identify the essential functions.

A job function may be considered essential for several reasons, including:

- The reason the position exists is to perform the function;
- There are a limited number of employees available among whom the performance of that job function can be distributed; and/or
- The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

Evidence of whether a particular function is essential includes:

- The employer's judgement as to which functions are essential;
- The amount of time spent on the job performing the function;
- The consequences of not requiring the incumbent to perform the function;
- The terms of a collective bargaining agreement;
- The work experience of past incumbents in the job;
- The current work experience of incumbents in similar jobs; and/or
- Written job descriptions prepared before advertising or interviewing applicants for the job.

Two initial questions to ask when examining the job description are:

1) Are employees in the position actually required to perform the function?

2) If a function were removed, would it fundamentally change the job?

Some methods of identifying essential functions are clearer than others. The following examples describe some of the ways an employer can indicate the essential functions of a job when writing the job description: ⇒

Example 1

Write a job description that only lists essential duties.

Example 2

Write a job description which divides essential and non-essential functions into two separate sections.

Example 3

Write a job description which designates each function or job duty as essential or non-essential.

A similar procedure uses statements that can be used to note essential functions. These statements can be tied to the reasons a function may be considered essential by listing one or more numbers indicating why it is considered essential. For example:

[1] Failure to perform this function may have serious consequences.
[2] The performance of this function is the reason that the job exists.
[3] There are a limited number of employees available among whom the performance of this job function can be distributed.
[4] The function is highly specialized. Employees are hired for their expertise or ability to perform this particular function.

ADA regulations do not indicate how detailed an employer must be in identifying essential functions in a job description. If you have questions about writing job descriptions containing essential functions or about ADA, call Jim Edgcomb, disability employment coordinator, employee relations bureau, 444-3886.

THE TWELFTH ANNUAL EEO CONFERENCE

Fifty-nine participants attended the Twelfth Annual EEO Conference on September 30 - October 1. The conference focused on workplace changes brought about by budget shortfalls, new technologies, smaller government and business workforces, workforce demographics, the Americans with Disabilities Act, and the Civil Rights Act of 1991.

Laurie Ekanger, administrator, state personnel division, opened the conference with a presentation on the conflicts between good personnel practices and personnel administration in a political environment during budget cutbacks.

Kathleen Fleury, coordinator of Indian affairs, and Bob Parsley, administrator, division of equity, Office of Public Instruction, presented a workshop on "Indian Employment/Cultural Diversity." Mr. Parsley provided a handout on "Indian Values, Attitudes and Behaviors, Together with Educational Considerations," which many non-Indian participants found very informative. He also displayed a new publication on "Montana Indians, Their History and Location," available from OPI. Anyone interested in these materials may contact Mr. Parsley at 444-3013.

Kathleen Bartole and John Moore, professional development center, involved all the participants in a fun and informative workshop on "Male/Female Communication." Jim Edgcomb, ADA coordinator, employee relations bureau, presented information on defining the essential functions of a job. Anne McIntyre, administrator, Human Rights Commission, and Brenda Nordlund, personnel division attorney, presented recent developments in civil rights laws and case decisions both in Montana and nationally.

For more information about the EEO conference proceedings, call Linda Davis, 444-3796.

HOLIDAYS

Christmas Day
Friday, December 25

New Year's Day
Friday, January 1

Martin Luther King's Birthday Day
Monday, January 18

HANDLING HOLIDAYS AND MEETING YOUR DEADLINES

Most of us have holidays that we like to celebrate with family and friends. With a little careful planning and a little extra time, these special occasions and work responsibilities can run without a hitch.

START EARLY

Start your planning early, especially with annual or semi-annual events. You know when the holidays are coming, and preparing for them early will prevent them from sneaking up on you. If your family takes turns hosting occasions, decide several months ahead of time whose turn it will be. Think about any special menu items which may be hard to locate and any travel arrangements you may have to make for relatives.

Perhaps your family just can't think about planning Christmas or Hanukkah in July. If so, use your delegating skills and create some reasonable deadlines for them to complete their tasks. Make a note in your calendar to call them a week ahead of their deadline for a progress report. If you can take a little control over the over-all planning, you can avoid having the whole responsibility unloaded on you at the last minute.

Starting early and involving family members helps you avoid using work time to make holiday plans. It prevents a lot of the unnecessary anxiety that approaching holidays sometimes bring.

KEEP UP WITH YOUR BOSS

Try to determine real deadlines, especially if you have one that seems to correspond with your holiday. Tell your boss well in advance about any special plans and have regular deadline checks to make sure you're on track. If he or she knows you have family commitments and can plan them into his or her schedule, you can both avoid last-minute rushes or disappointments.

Holidays should be fun, happy, and meaningful occasions. With early planning, a little help from your family, and open communication with your boss, you can make yours run beautifully.

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SEPTEMBER CONFERENCE CLARIFIED COMPENSATION ISSUES

Thirty-six participants from eleven states attended the annual 1992 Central States Compensation Conference hosted by the labor relations bureau in Helena on September 13-15.

John H. Burnett, an Illinois-based consultant, opened the conference workshops with a presentation on "Compensation Surveys, Organizational Values and Sound Salary Administration." Burnett taught the participants the essential elements of successful market-based salary surveys and factor-based classification systems.

The second workshop, "Managing in the Public Sector During a Budget Crisis," was conducted by Laurie Ekanger, personnel division administrator; Gary Curtis, job service administrator; and Kathleen Holden, Office of Public Instruction attorney. The panel described the difficulties in administering programs in a political environment where budgets must be cut back; how to solve morale problems during "right-sizing;" and conducting a reduction in force successfully.

Jim Weber, U.S. Department of Labor, provided an overview and update on the Federal Fair Labor Standards Act, which covers four essential issues: the minimum wage owed an employee, compensation time and overtime, recordkeeping by the employer, and child labor laws. Montana laws essentially mirror the federal laws.

An informative and entertaining workshop on "Collective Bargaining in State Government--The Montana Experience" was presented by Tom Gooch, personnel officer, Corrections and Human Services; Mike Dahlem, Montana Federation of Teachers; and Steve Johnson, chief, labor relations bureau. The panel described the⇒

history of labor relations since the passage of the 1973 Montana Public Employees Collective Bargaining Act. Before the passage of the Act, each department conducted their own lobbying and contract negotiations. Each department developed its own compensation system because there was no classification system. The positive and negative aspects of the current system were discussed by the panel, including the impact of the employee strike in 1991.

John Moore delivered a workshop on "Performance Standards and Appraisal." Gary Fogelbach described the "Missouri State Merit System." The salary survey collaboration process and results were discussed. Each state attending the conference reported on their system.

If you have questions about the conference or the salary survey, you can call the labor relations bureau, 444-3871.

STAFF CHANGES IN THE PERSONNEL DIVISION

Gale Kuglin (444-3871) and John Moore (444-3855) continue to share employee relations bureau chief duties following the permanent appointment of Mark Cress as administrator of the public employees retirement division.

Jean Ruff is the new word processing technician in the administrative unit. She replaces Bev Pickett who has tranferred to the Department of Labor and Industry. Ms. Ruff's phone number is 444-3944.

Larry Tobiason is the new supervisor of the health benefits section of the employee benefits bureau, tranferring from a position in the labor relations bureau. His number is 444-3849. He replaces Linda Kaiser who now works for Blue Cross and Blue Shield.

Jeanette Schmidt is the new program assistant in the employee benefits bureau. She assists with the Deferred Compensation, Incentive Awards, and Wellness Programs. Her number is 444-3947. She replaces Melissa Pankratz, who transferred to the Department of Revenue.

Beverly Hertweck will replace Ms. Schmidt as the administrative clerk December 7. Ms. Hertweck comes to State Personnel from Montana Job Training Partnership Inc. Her phone number will be 444-3809.

1992 SECC Is On The Road To Success

"State Employees Making a Difference," the theme of this year's State Employees' Combined Campaign (SECC), once again proves true. With the campaign officially over, the 1992 SECC has raised $107,000, as of November 24, reaching 81 percent of the $132,000 goal. State employees can be proud of the support they have provided to their communities and the people who will benefit from their generosity.

Although the campaign officially ended November 13, contributions will be accepted until December 4. The State Personnel Division must receive all contributions by this date in order to have them processed for next year's payroll deductions. Look for the final results on the campaign in the next Perspectives.

Questions or comments concerning the campaign should be directed to your agency campaign coordinator, or call Jim Edgcomb, labor relations bureau, 444-3886.

CLASSIFICATION REVIEWS TO BE COMPLETED BY SUMMER

The Classification Bureau is planning to complete the implementation of the Benchmark Factoring Method (BFM) for all classified positions by early summer of 1993. A tentative work plan and implementation strategies have been sent to agency personnel officers.

A number of new reviews have been published and implemented under the Benchmark Factoring Method of job classification since the last issue:

Clerical
Counselors
Engineers
Financial Aid ⇒

Purchasing
Weights and Measures

Several reviews are nearing completion, but implementation is pending agency review and comment and possible revisions:

Budget Analysts
Conservation Education
Engineering Related
Environmental
Information Systems
Publicity Specialists, Information Officers, and Technical Writers
Statistics
Tax Examiners

The next reviews scheduled (subject to change based on agency requests) are:

Administrative and Program Officers
Attorneys
Bank Examiners
Fish & Wildlife Biologists
Food Service
Hearings Officers
Security Investigator
Laundry
Museum
Photographers
Revenue Agents

If you have questions, please call Jim Stiffler at 444-3854.

PERSPECTIVES SURVEYS READERS

The July/August issue of *Perspectives* contained a reader survey returned by 93 people. Sixty-four respondants indicated that they route their issue to 860 state employees. Others copy some pages for distribution and nine post their issue in their office.

Seventeen indicated that they find all the information included in *Perspectives* useful. The most selected information was "Personnel Policies," with 66 respondants selecting it. "Classification Updates" followed close behind with 56 selections. The other information was selected as follows:

Type of Information Selected	No.
Fair Labor Standards Act	53
Health Benefits	51
Q & A Articles	43
Labor Relations Report	36
ADA Updates	35
EEO Updates	34
PDC Calendar and Classes	32
Affirmative Action Updates	31
Task Force Reports	28
Healthbeat Articles	27
Employee Recognition	26
SECC Updates	9

Readers also like information about bills introduced in the Legislature, economics, compensation, management tips, and top performing state employees.

For more information about the survey and its results, call Constance Enzweiler, 444-3794.

TELECONFERENCE HELD ON ADA AND LAW ENFORCEMENT

Several people attended a satellite teleconference called "ADA Update: Implementation and Enforcement" in Helena on November 19. The interactive conference focused on the impact of the Americans with Disabilities Act on local government law enforcement.

The program included a 5-member panel of experts on ADA, including a representative from the U.S. Equal Employment Opportunity Commission (EEOC), U.S. Department of Justice, the Federal Bureau of Investigation, the City of Orlando, Florida, and the City of Alexandria, Virginia.

The panel primarily dealt with Titles I (employment) and II (non-discrimination in government). The program, which lasted approximately 2 1/2 hours, included callers from around the country asking questions. Although the teleconference was not a training program, the presentations did provide basic information about ADA and also answered many specific questions during the program.

The program was recorded and copies for loan will be available by calling Jim Edgcomb, disability employment coordinator, at 444-3886.

PROFESSIONAL DEVELOPMENT CENTER

DECEMBER, JANUARY AND FEBRUARY CLASSES

COPING WITH THE ANGRY PUBLIC

If you face the public, you often face citizens with complaints. And some of these people are angry—angry enough to say things that make you angry, too. This two-hour workshop focuses on dealing successfully with the angry public by focusing first on what we want to accomplish during this exchange of information. We will also enhance those communication skills that will help us meet our goals and cope with both the public's anger and our own. It will be held in the Lee Metcalf Building, **Helena, December 9,** from 8:30 a.m. to 10:30 a.m., and in **Butte, Jan. 21,** at the Butte Plaza Inn from 1:30 p.m. to 3:30 p.m. Cost is $30.

FIRE ME AND I'LL SUE!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held **December 2,** 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena**. Cost is $60.

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the ins and outs of references—both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices. This seminar will be held **December 3,** 8:30 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $45.

DOCUMENTING DISCIPLINARY ACTION

"If it isn't written down, it didn't happen." That is one of the basic principles of documenting disciplinary actions and most supervisors and managers know that. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted in the Lee Metcalf Building, **Helena,** on **December 3** from 1:00 p.m. to 4:30 p.m. and **February 3** from 8:30 a.m. to noon. Cost is $45.

EFFECTIVE PRESENTATIONS

Anyone who wishes to improve his or her skills in public and presentations to groups of all sizes will benefit from this 14-hour workshop. It takes the participant through the various steps in preparing a presentation and each participant is video-taped twice while making actual presentations. It will be held in the Lee Metcalf Building, **Helena**, from 1:00 p.m. to 4:30 p.m. on **Dec. 16**; 8:30 a.m. to 4:30 p.m., **Dec. 17**, and from 8:30 a.m. to noon, **Dec. 18**. Cost is $60.

THE "RELATING" PART OF PUBLIC RELATIONS

Most of us deal with the public on a day-to-day basis. Even government employees are in a service industry and face the public every day. The "public" includes other employees, other agencies, clients, customers, and taxpayers. This half-day course will provide public-contact employees with the skills needed to take efficient, timely action to meet the public's needs. It will be held in the Village Red Lion, **Missoula, January 13** and the Sheraton, **Great Falls, February 2,** from 1:30 p.m. to 4:30 p.m. **Special price of $35.**

WELLNESS SERIES

The Professional Development Center and the state Healthbeat Program are co-sponsoring 13 Wellness seminars for a low price of $10 per state employee. Topics include:

Seducing Yourself to Exercise
Helena, January 5, 1993

Fit for Life
Missoula, January 13, 1993

Victory Over Inactivity
Great Falls, February 2, 1993

Being a Wise Health Care Consumer
Helena, February 4, 1993 and Billings, May 18, 1993

Healthy Balance
Great Falls, March 2, Billings, April 13; and Helena, June 2, 1993

Nutrition for the Health of It
Helena, March 25, 1993

Reducing Your Cancer Risk
Helena, May 13, 1993

EFFECTIVE DISCIPLINARY ACTION

On **January 6**, the day-long seminar titled **Effective Disciplinary Action** will be conducted by John Moore of the Professional Development Center in the Lee Metcalf Building, **Helena**, beginning at 8:30 a.m. and running until 4:30 p.m. This seminar will improve supervisory skills in correcting conduct errors and applying disciplinary actions on the job. **Special price of $50.**

MEDIA RELATIONS

This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview. It will be presented in the Lee Metcalf Building, **Helena, January 12,** from 8:30 a.m. to 4:30 p.m. **Special price of $50.**

ETHICAL ISSUES IN PUBLIC SERVICE

Ethical Issues in Public Service will benefit government managers at all levels; however, it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center, will conduct the seminar. In the past, he has developed workshops in sensitive topic areas of common and statutory law. The seminar will be held in the Lee Metcalf Building, **Helena, January 14,** from 8:30 a.m. to 4:30 p.m. **Special price of $50.**

A DELICATE BALANCE: Privacy and the Right to Know

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, **Helena, January 20,** from 8:30 a.m. to 4:30 p.m. **Special price of $50.**

TAKE YOUR WORD FOR IT

The number one problem at work, at home, maybe in the whole world is ineffective communication. Confidence and skill in relaying your messages and being an effective listener are the keys to communication. Confidence and skill in relaying your messages and being an effective listener are the keys to communication. In this workshop, you will learn that effective communication is not just what words you say, but how you say them, and how well you really listen to what others are saying to you. It will be offered **February 17, Helena,** at the Lee Metcalf Building, from 8:30 a.m. to noon, at a cost of $45.

PERFORMANCE STANDARDS AND APPRAISAL

This day-long seminar is aimed at helping supervisors develop performance standards to more effectively evaluate employees, and learn the tried and tested methods for conducting performance appraisal. It will be presented from 8:30 a.m. to 4:30 p.m., **February 18** in the Lee Metcalf Building, **Helena.** Cost is $60.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communication skills and defusing confrontations. It will be conducted on **February 23**, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building, **Helena**. Cost is $60.

MANAGING SERVICE CONTRACTS

This seminar is intended for anyone with actual or potential responsibility for developing and monitoring service contracts. It will identify the process and procedures for developing and monitoring state contracts with private business for provision of services. It will be held **February 24**, in the Lee Metcalf Building, **Helena**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

REQUEST FOR PROPOSAL: The Process and Pitfalls

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring. It will be held **February 25**, in the Lee Metcalf Building, **Helena**, from 8:30 a.m. to noon. Cost is $45.

Other PDC Classes:

✡**New Employee Orientation. December 3, January 14, February 25**, 9:00 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $15.

✡**Managing Stress II: The Sequel. January 21,** Butte Plaza Inn, **Butte,** and **February 11,** Lee Metcalf Building, **Helena**, 8:30 a.m. to noon. Cost is $10 for state employees, $45 for the general public.

✡**Male/Female Communications. December 8,** 8:30 a.m. to noon. Lee Metcalf Building, **Helena**. Cost is $45.

✡**Managing Information. December 8**, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena.** Cost is $60.

✡**All Kidding Aside: Preventing Harassment. December 9,** 8:30 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $45.

✡**Laughing Matters: Humor in the Workplace. December 22,** 8:30 a.m. to noon, Lee Metcalf Building, **Helena**. Cost is $45.

✡**Handling Employee Grievances and Complaints. January 26,** 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena. Special price of $50.**

✡**Meeting for Results. January 5,** 8:30 a.m. to noon, Lee Metcalf Building, **Helena. Special price of $35.**

✡**Approaching Supervision. February 10,** 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, **Helena.** Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

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If you have comments or would like additional information about *Personnel Perspectives*, call Constance Enzweiler at 444-3871.

PDC TRAINING SCHEDULE
First Quarter, 1993

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
January				1 New Year's Day
4	5 *WS:Seduce/Exercise Helena*	6 Effective Disciplinary Action	7	8
	Meetings for Results			
11	12 Media Relations	13 *WS:Fit for Life(Msla)*	14 New Emp. Orient	15
		"Relating" of PR(Msla)	Ethical Issues	
18 Martin L. King Day	19	20 Delicate Balance: Privacy and Right to Know	21 Stress II (Butte)	22
			Angry Public (Butte)	
25	26 Handling Employee Grievance & Compiaints	27	28 Self-Management	29
February 1	2 "Relating" of PR(Gr.F)	3 Documenting Disciplinary Action	4 *WS:Health Care Consumerism - Hel*	5
	WS:Exercise Gr.Falls			
8	9	10 Appr. Supervision	11 Stress II-Helena	12
15 Washington & Lincoln Day	16	17 Take Your Word For It	18 Performance Standards and Appraisals	19
22	23 Managing Conflict	24 Managing Service Contracts	25 New Emp. Orient	26
			RFP: Process	
March 1	2 *WS:Healthy Balance Gr.Falls*	3 Appr. Supervision (Boz)	4	5
	Diff. People (Gr. F)			
8	9 Team Building	10 Job References (Msla)	11 P/Emp Privacy (Msla)	12
	Telephone Presence			
15	16	17 Writing Position Descriptions	18	19
		Effective Presentations		
22	23	24	25 *WS:Nutrition (Hel)*	26
		Pre-Retirement (Havre)		
29	30 Problem Solving	31 Time Management		

as of 11/6/92

Professional Development Center

Montana Personnel Perspectives is published bimonthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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